

# Slough Borough Council Annual Equality & Diversity Report

(Incorporating Equal Opportunities Policy Statement, Statutory Data Report and  
Statutory Equality Objectives, Gender Pay Gap Report)

## 2018



# Equal Opportunities Policy Statement

## Foreword

Slough Borough Council recognises the huge role that public organisations have to play in advancing equality in Britain today. As local employers and providers of a wide range of services, local authorities are at the heart of improving life opportunities for people who experience disadvantage and discrimination. Organisations in the public sector are expected to lead the way in promoting equality and human rights, not just through compliance with the law, but also with targeted service and employment actions.

The Council acknowledges that there exists in society individuals and groups who face discrimination (whether intentional or unintentional) based on background and personal circumstances. The unintended consequences of a policy or procedure may have an adverse impact on a particular group. This is particularly important at a time of unprecedented public sector budget cuts and service transformation. Slough Borough Council is actively working towards a just society that gives everyone an equal chance to live and work free from discrimination and values the huge diversity in our town. We seek to create and maintain a town in which each person has an equal entitlement to quality services and employment opportunities irrespective of their race, religion or belief, disability, age, gender, gender reassignment, sexual orientation, family circumstances or marital status.

## Policy Statement

As a Local Authority we will aim to provide services that are open and responsive to the needs of all our citizens, service users and people visiting the town. As a major employer we will endeavour to ensure that we effectively utilise the skills of all our communities and provide opportunities for employment. Finally, in the spirit of local democracy, Slough Borough Council will seek to ensure that every resident, irrespective of their background, enjoys the same opportunity to develop and contribute to the strategic direction of the town.

## Legislative Framework

The Equality Act 2010 replaces previous anti-discrimination laws with a single legislative act. The Act simplifies the law, removes inconsistencies and makes it easier for people to understand and comply with Equalities Legislation. The Act also strengthens the law in important ways to help tackle discrimination and inequality. Its purpose is to embed equality considerations into the daily work of public authorities in order to counter discrimination and inequality at every level and to remove the possibility of institutional discrimination. To make this real, the Act imposes the **Public Sector Equality Duty** which itself comprises of a general duty as well as some specific duties which set out how to comply with the general duty.

The General Duty has three aims. Public bodies in all their operations *must have due regard to the need to:*

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between people from different (equality) groups; and
- foster good relations between people from different (equality) groups.

The general duty is underpinned by specific duties which set out in more detail what a public authority needs to do in order to comply with the general duty. Public authorities must now prepare and publish their equality objective(s) at least every four years and also publish information that can demonstrate their compliance with the general duty at least annually.

The Act defines the following protected characteristics against which it is illegal to discriminate:

- Age
- Disability
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion or Belief
- Sex (Gender)
- Sexual Orientation

### **Our Commitment**

- Promote the principles and practices of equality throughout the Council and the town, as well as with multi-agency partnerships.
- Implement clear internal policies and procedures to address inequality and ensure that employees and service users are not discriminated against on the basis of race, gender, disability, age, religion/belief, gender reassignment or sexual orientation.
- Challenge all forms of unfair discrimination and harassment through existing procedures and where relevant enforcing appropriate legislation.
- Promote good relations between people of different equality groups.
- Promote equality of opportunity for people of different equality groups.
- Undertake effective and meaningful consultation and encourage active community participation and involvement in decisions affecting the town's population.
- Ensure that recruitment procedures provide equality of access for all staff and local communities.

- Ensure that council policy decisions are fair, proportionate and take account of equalities implications.
- Celebrate diversity.
- Comply fully with the letter and spirit of the Equality Act 2010 and the public sector equality duties.

## Statutory Data Report

This document marks Slough Borough Council's seventh Annual Equality and Diversity Report. Local Authorities are required, in accordance with Section 149 (1) of the Equality Act 2010, to publish data which demonstrates their compliance with the Public Sector Equality Duty. Slough Borough Council strives to embed equality considerations into all its services and employment practices. This report updates the information published in 2017 and sets out the currently available equality data relating to Slough Borough Council's employees and an update on progress against the current equality objectives, which were set last year. A new statutory requirement to publish gender pay gap details is also incorporated into this report for the first time.

### Slough Demographics

Throughout 2017, Slough Borough Council continued to analyse and make use of demographic and other statistical information on the make-up and life experiences of our residents. This data comes largely from the 2011 Census, but also from other primary data sets (employment statistics, benefit claimants, crime statistics etc.)

The council publishes "*The Slough Story*" on its main web site which gives the public up to date statistics on Slough and contextual information on demographics and key challenges for the borough.

Please see [www.slough.gov.uk/council/strategies-plans-and-policies/slough-story.aspx](http://www.slough.gov.uk/council/strategies-plans-and-policies/slough-story.aspx)

Detailed information about the health profile of Slough can be found in the Joint Strategic Needs Assessment:

<http://www.slough.gov.uk/council/joint-strategic-needs-assessment/jsna-summary-and-why-we-need-it.aspx>

### *Age and Gender*

In 2017, Slough had an estimated population of 149,500 with an estimated increase to 154,000 projected by 2020<sup>1</sup>. Gender is split evenly between men and women (50%). The borough has a younger than average population structure, with the highest proportion of 0-4 year olds, 5-9 year olds, 30-34 and 35-39 year olds amongst any of the South East local authorities. The Census results also show that Slough has the lowest proportion within the South East of total residents in all age bands from age 60 and above.

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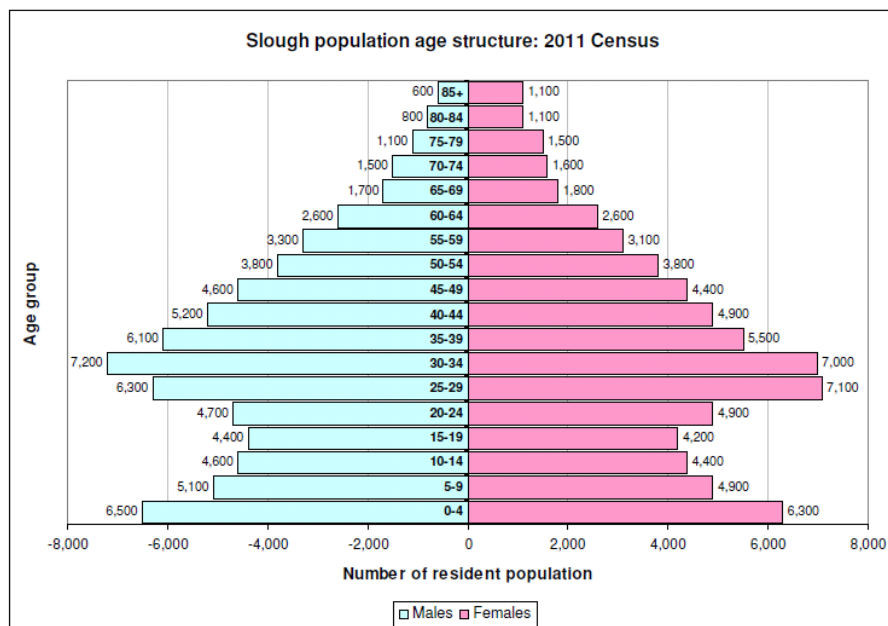
<sup>1</sup> Joint Strategic Needs Assessment 2016 Slough; Public Health England – Slough Health Profile 2017  
<http://www.slough.gov.uk/council/joint-strategic-needs-assessment/population.aspx>

**Table.1 Census 2011 - Population of Slough<sup>2</sup>**

Age	2011 Census Estimates					
	Numbers			as % of population		
	Males	Females	Persons	Males	Females	Persons
0-4	6,500	6,300	12,800	4.6%	4.5%	9.1%
5-9	5,100	4,900	10,000	3.6%	3.5%	7.1%
10-14	4,600	4,400	9,000	3.3%	3.1%	6.4%
15-19	4,400	4,200	8,600	3.1%	3.0%	6.1%
20-24	4,700	4,900	9,600	3.4%	3.5%	6.8%
25-29	6,300	7,100	13,400	4.5%	5.1%	9.6%
30-34	7,200	7,000	14,200	5.1%	5.0%	10.1%
35-39	6,100	5,500	11,600	4.4%	3.9%	8.3%
40-44	5,200	4,900	10,100	3.7%	3.5%	7.2%
45-49	4,600	4,400	9,000	3.3%	3.1%	6.4%
50-54	3,800	3,800	7,600	2.7%	2.7%	5.4%
55-59	3,300	3,100	6,400	2.4%	2.2%	4.6%
60-64	2,600	2,600	5,200	1.9%	1.9%	3.7%
65-69	1,700	1,800	3,500	1.2%	1.3%	2.5%
70-74	1,500	1,600	3,100	1.1%	1.1%	2.2%
75-79	1,100	1,500	2,600	0.8%	1.1%	1.9%
80-84	800	1,100	1,900	0.6%	0.8%	1.4%
85+	600	1,100	1,700	0.4%	0.8%	1.2%
<b>Total</b>	<b>70,100</b>	<b>70,100</b>	<b>140,200</b>	<b>50.0%</b>	<b>50.0%</b>	<b>100%</b>

The population pyramid below makes this comparison pictorially by presenting the age profile of Slough residents.

**Table 1.1. Population Pyramid of Slough in 2011<sup>3</sup>**



<sup>2</sup> Census 2011 – Phase 1 data

<sup>3</sup> Census 2011 – Phase 1 data

### *Population by Ethnicity*

Slough is one of the most ethnically diverse towns in the UK. Since the 2001 census there has been significant immigration from the EU Accession States, as well as parts of Africa and the Indian subcontinent.

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	<b>2011</b>
White (%)	45.7
Mixed / Multiple Ethnic Groups (%)	3.4
Asian / Asian British (%)	39.7
Black /African / Caribbean/ Black British (%)	3.2
Other Ethnic Group (%)	2.6

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Source: [2011 Census](#)

2011 Census figures reveal that Slough, at 34.5%, has the lowest percentage of residents defining themselves as “White British” outside of London. Nearly 10% of residents define themselves as “White Other”, with the two other largest ethnic groups being Asian/Asian British: Pakistani (17.7%) and Asian/Asian British: Indian (15.6%).

### *Population Country of Birth and length of time in the UK*

61% of residents were born in the United Kingdom. Just under 10% of residents were born in the EU, with 7% of these being born in the EU Accession States (6% of Slough residents were born in Poland). 28.7% of Slough residents were born outside of the UK and the EU, (8 % in Pakistan and 8.2% in India). 20% of the population have been resident in the UK for less than 10 years.

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	<b>2011</b>
Born in the UK (%)	61
Arrived before 1941 (%)	0
Arrived 1941-1950 (%)	0.3
Arrived 1951-1960 (%)	1
Arrived 1961-1970 (%)	4.1
Arrived 1971-1980 (%)	3.6
Arrived 1981-1990 (%)	2.9
Arrived 1991-2000 (%)	6.4
Arrived 2001-2003 (%)	4.9
Arrived 2004-2006 (%)	7.6
Arrived 2007-2009 (%)	6
Arrived 2010-2011 (%)	2.2

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Source: [2011 Census](#)

## *Languages*

A key issue for the planning and delivery of local public services is the wide range of languages spoken in Slough. The 2017 school census recorded around 150 languages and dialects spoken in Slough schools (see appendix A for a full list). Whilst many households have at least 1 member who speaks English as a main language, the 2011 Census revealed that 15.5% of households do not include anyone for whom English is the main language.

## *Religion and belief*

Slough is an ethnically diverse town as can be seen from country of birth and language statistics above. It is also a religiously diverse town. The vast majority of Slough residents follow a religion, with the town having one of the lowest recordings of people declaring “no religion” in the 2011 Census. Slough has the largest proportion of Sikh residents in the country (at 10.6%). Nearly one quarter of residents are Muslim (23.3%). 41.2% of residents are Christian.

	<b>2001</b>	<b>2011</b>
Christian (%)	53.7	41.2
Buddhist (%)	0.2	0.5
Hindu (%)	4.5	6.2
Jewish (%)	0.1	0.1
Muslim (%)	13.4	23.3
Sikh (%)	9.1	10.6
Any other religion (%)	0.3	0.3
No religion (%)	11	12.1
Religion not stated (%)	7.7	5.7

Source: [2011 Census](#)

## *Disability*

The 2011 Census recorded 8,611 Slough residents as having a health problem or disability that limited their day to day activities a lot. This represents around 6% of the total Slough population. A further 10, 173 responded that they had a health condition or disability that limited their day to day activities a little.

SBC is committed to improving training and employment opportunities for people with disabilities.

## *Sexual Orientation and Gender Reassignment*

There is no accurate data on the sexual orientation of Slough residents; this is because no national Census has ever asked people to define their sexuality. However, if we take the Stonewall estimate of up to 5-7% of the population and apply it to Slough, this could mean a lesbian, gay, bisexual or transgender ('LGBT')



population of up to 10,000. Monitoring sexual orientation and gender reassignment remains an extremely sensitive area and there is a paucity of accurate local information.

## **Equality in the Workforce**

*Equality Objective: "Slough Borough Council will have a representative and inclusive workforce"*

We will:

- Improve recruitment processes to make them more accessible and attractive to disabled applicants.
- Promote agile and flexible working practices for all.
- Grow and develop talent from within the organisation.
- Develop a well-trained workforce of staff and managers at all levels, which understand and promote dignity at work for all.
- Promote SBC as a supportive workplace for LGBT staff (through the development of staff- networking groups, awareness –raising articles and staff training and engagement).

Some highlights:

- All council buildings are fully compliant under the Equality Act 2010. Dedicated disabled toilets and parking are available for disabled staff.
- Working with *Slough Employability*, the council and its partners have offered voluntary placements and work experience to local residents with learning and other disabilities.
- SBC has achieved the *Disability Confident Employer* status and has significantly reviewed its recruitment and selection policy to offer more practical support for disabled applicants throughout the selection process.
- There is an active *Employees with Disabilities Forum*, which meets regularly to support staff with disabilities and provide consultative advice to HR and service managers on a wide –range of disability – related issues.
- Comprehensive Human Resources policies are in place to support all staff. These include a *Flexible Working Policy* and *Dignity at Work Policy* (focusing on tackling discrimination, harassment and bullying etc.).

- Throughout 2018 the council will be implementing its *Smart Working* policy. This embeds flexible and smart working practices for all employees – this includes part-time hours, flexi time, remote working and home working.
- The council continues to focus on internal recruitment in the first instance. In the recent senior management restructure, all positions were advertised internally before going to external appointment.
- There is a dedicated 24 hr Employee Assistance Programme, which offers independent, confidential advice on a wide range of issues including bullying and harassment.
- 2017 continued the work of the Staff Engagement Forum, which meets regularly to share ideas on how to improve communication between staff and senior leaders and carry out activities to improve employee engagement. In April 2017 the council held its third all Staff Conference, committed to supporting a diverse, inclusive and talented workforce. A similar conference and engagement programme will run in April 2018.
- The council has continued with its highly successful apprenticeship scheme. This gives opportunities for local young people (16-18 years old) to complete NVQ qualifications through work placements across various council departments. Many young apprentices have gone on to achieve permanent positions within both the public and private sector.
- Provisions have been made in council buildings for those staff that require a place to perform prayers by providing prayer rooms for religious observances. These rooms are also available to those who simply wish to sit quietly for a few moments away from their work area.
- The council is currently reviewing its existing *Transgender Policy* and will be establishing a working group to consult on a wide range of LGBT issues, to better support LGBT staff and service users.
- In February 2018 a number of activities took place to celebrate LGBT History Month, including an *Equalitea* drop in session for staff to discuss issues of inclusion at work that specifically affect LGBT staff.
- The council has embarked on an ambitious programme of cultural change, focusing on actions and behaviours that promote dignity and respect at work for all. The *Actions Speak Louder* Programme has trained over 700 staff in the past 6 months and is mandatory for all employees at all levels within the organisation. Mandatory training sessions for Elected Members have also taken place. All sessions address the themes of equality and respect at work, including appropriate language and behaviour.

- Equality and Diversity e-learning is mandatory for all employees as part of the corporate learning requirements.
- The equality and diversity manager provides expert advice and training support as required.

## **Workforce Profile**

The council monitors the profile of its existing and potential workforce. The following tables look specifically at the current equalities profile in relation to salary, working hours, job applicants, new starters and leavers. All equalities monitoring is voluntary and the council is striving to encourage people to complete this and existing employees to update their personal records. For the purposes of salary calculation, the analysis uses Full Time Equivalent salaries, rather than actual salary. This is a more useful figure and uses a similar methodology to the gender pay gap reporting.

### **Key Points:**

- Total headcount as of 31 December 2017 was 1209. Just under 40% of the workforce is Black or Minority Ethnic, with a 12 % non-disclosure on ethnicity.
- The council employs more women than men. This follows a long-standing national trend in local government.
- Most employees are aged between 30 and 59 years of age.
- Just under 5 % of employees are 16-24 years of age and work in the lower salary bands (under £25,000 per annum).
- Whilst women are generally well represented across most salary bands, there is lower representation at the most senior salary levels (£65,000 plus).
- The vast majority of part –time workers are women.
- There is a high level of non-disclosures/blanks in relation to disability status (recruitment and existing employees). However, 135 applicants did declare a disability in 2017, out of 2018 applicants in total. Out of 420 new starters in 2017, 19 new starters in 2017 declared a disability, 157 did not have a disability (63 undisclosed).
- 60% of job applicants were women. 46% of new starters in 2017 were women.
- There is a high level of non-disclosures/blanks in relation to ethnicity for job applicants. 140 new starters (who declared ethnicity) out of 420 new starters in total were from an ethnic minority background.

## MONITORING OF THE COUNCIL'S WORKFORCE as at 31st December 2017

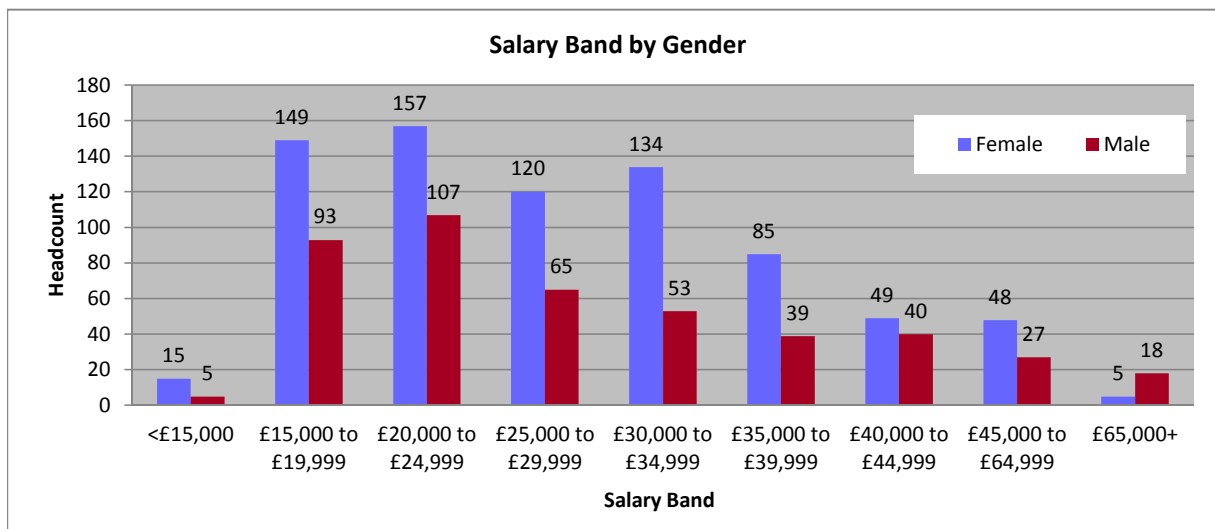
The data referred to below is a snapshot of information taken from the HR Payroll system on 15th January, 2018. Salary band information has been calculated using the FTE salary and the number of FTE hours per employee (excluding allowances e.g. local weighting). Calculations for protected characteristics are based on self-declarations, obtained via new starter forms and recruitment monitoring forms, and employee data submitted via the authority's employee self service system.

### Salary Band by Age Group

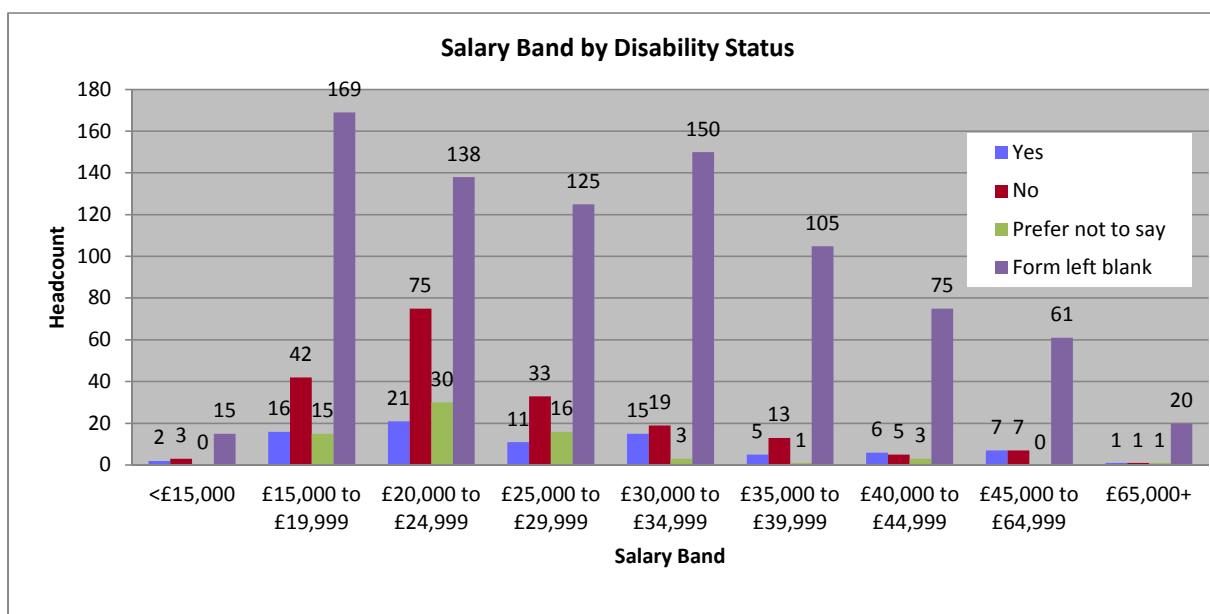
Total headcount: 1209 employees

Salary Bands	Age Group (% of headcount)							Grand Total
	16-24	25-29	30-39	40-49	50-59	60-65	Over 65	
<£15,000	12.50%	1.22%	10.00%	0.00%	2.64%	0.00%	2.22%	1.65%
£15,000 to £19,999	57.14%	25.61%	18.37%	15.48%	14.37%	19.57%	48.89%	20.02%
£20,000 to £24,999	30.36%	36.59%	18.73%	22.26%	21.70%	15.22%	15.56%	21.84%
£25,000 to £29,999	0.00%	13.41%	17.31%	15.81%	17.30%	14.13%	8.89%	15.30%
£30,000 to £34,999	0.00%	17.07%	22.97%	15.16%	11.14%	20.65%	8.89%	15.47%
£35,000 to £39,999	0.00%	3.66%	10.95%	12.26%	12.02%	8.70%	6.67%	10.26%
£40,000 to £44,999	0.00%	2.44%	7.07%	9.35%	7.62%	10.87%	4.44%	7.36%
£45,000 to £64,999	0.00%	0.00%	3.89%	7.74%	8.21%	10.87%	4.44%	6.20%
£65,000+	0.00%	0.00%	0.00%	1.94%	4.99%	0.00%	0.00%	1.90%
<b>Grand Total</b>	<b>4.6%</b>	<b>6.8%</b>	<b>23.4%</b>	<b>25.6%</b>	<b>28.2%</b>	<b>7.6%</b>	<b>3.7%</b>	<b>100.00%</b>

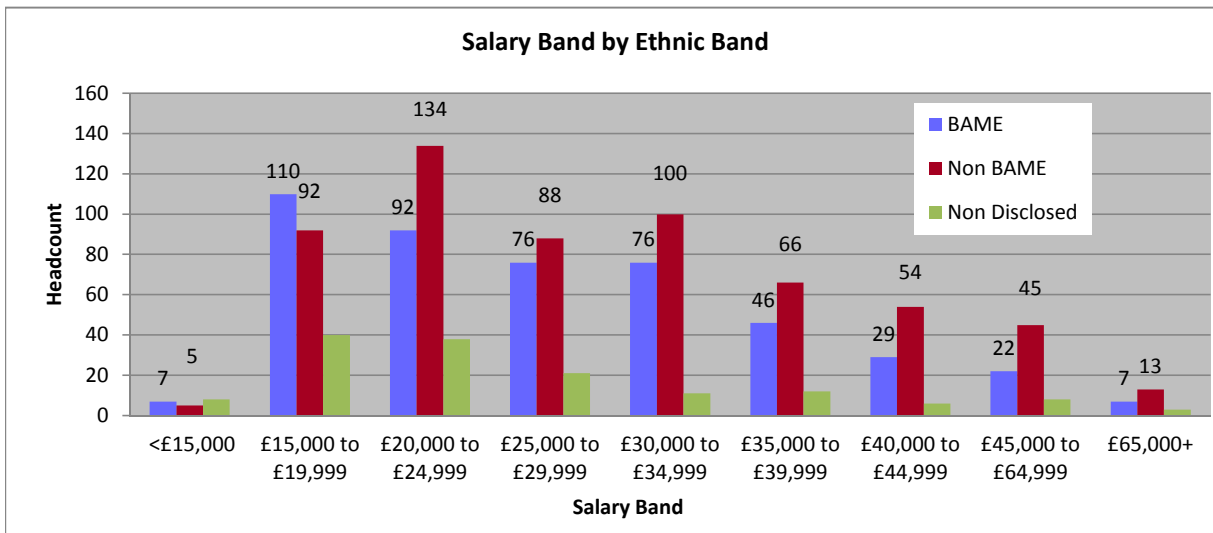
### Salary Band by Gender



### Salary Band by Disability



## Salary band by ethnic band



## Salary Band by Status

Salary Band	Status						Total Headcount	Total %
	Headcount Full Time	%	Headcount Part Time	%	Headcount Other**	%		
<£15,000	7	35.0	1	5.0	12	60.0	20	100.00
£15,000 to £19,999	73	30.2	94	38.8	75	31.0	242	100.00
£20,000 to £24,999	169	64.0	78	29.5	17	6.4	264	100.00
£25,000 to £29,999	138	74.6	28	15.1	19	10.3	185	100.00
£30,000 to £34,999	158	84.5	25	13.4	4	2.1	187	100.00
£35,000 to £39,999	96	77.4	27	21.8	1	0.8	124	100.00
£40,000 to £44,999	73	82.0	11	12.4	5	5.6	89	100.00
£45,000 to £64,999	59	78.7	9	12.0	7	9.3	75	100.00
£65,000+	23	100.0	0	0.0	0	0.0	23	100.00
<b>Grand Total</b>	<b>796</b>	<b>65.8</b>	<b>273</b>	<b>22.6</b>	<b>140</b>	<b>11.6</b>	<b>1209</b>	<b>100.0</b>

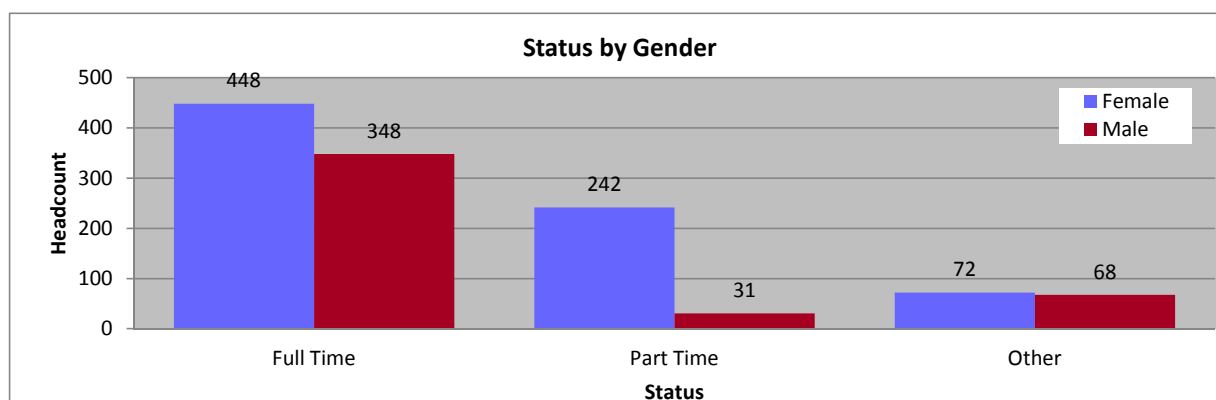
\*\*Other includes sessional, casual and variable hours.

## Salary Band by Gender and Ethnic Band

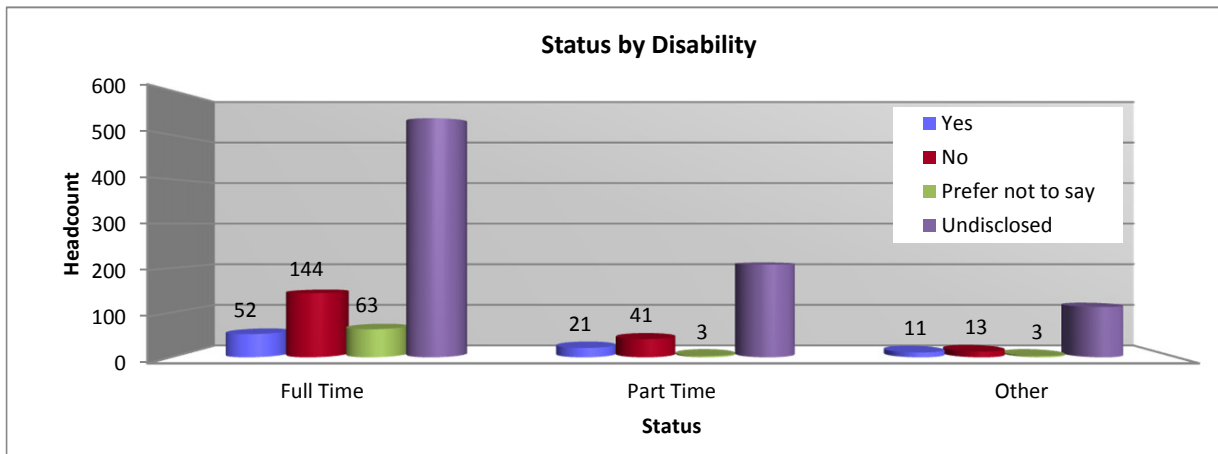
Salary Bands	FEMALE			MALE			Grand Total
	BAME	Non BAME	ND	BAME	Non BAME	ND	
<15,000	7	4	4	0	1	4	20
£15,000 to £19,999	74	54	21	36	38	19	242
£20,000 to £24,999	69	68	20	23	66	18	264
£25,000 to £29,999	55	51	14	21	37	7	185
£30,000 to £34,999	57	68	9	19	32	2	187
£35,000 to £39,999	36	41	8	10	25	4	124
£40,000 to £44,999	17	29	3	12	25	3	89
£45,000 to £64,999	15	26	7	7	19	1	75
£65,000+	3	2	0	4	11	3	23
<b>Grand Total</b>	<b>333</b>	<b>343</b>	<b>86</b>	<b>132</b>	<b>254</b>	<b>61</b>	<b>1209</b>

\*ND - Non Disclosed

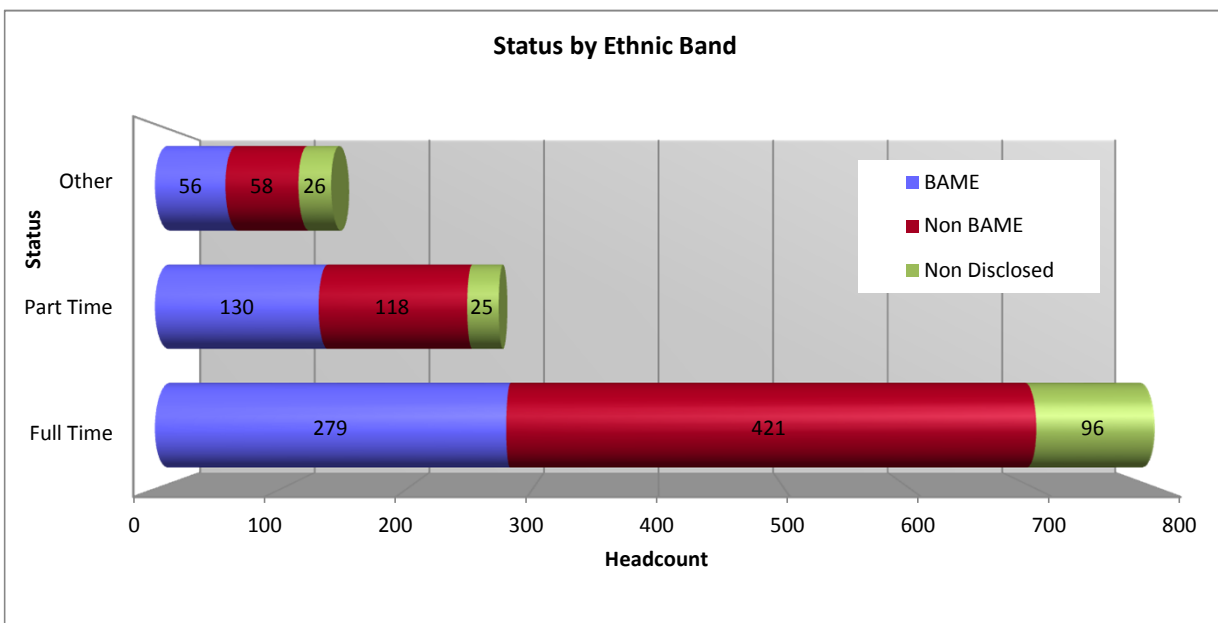
## Status by Gender



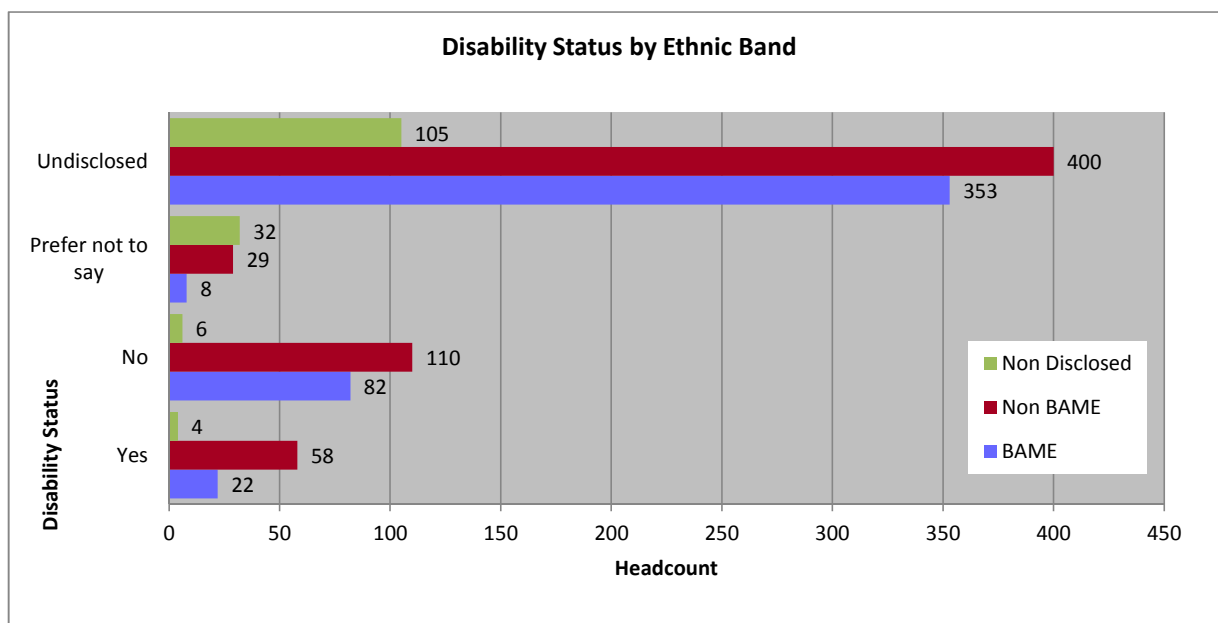
### Status by Disability



### Status by Ethnic Band

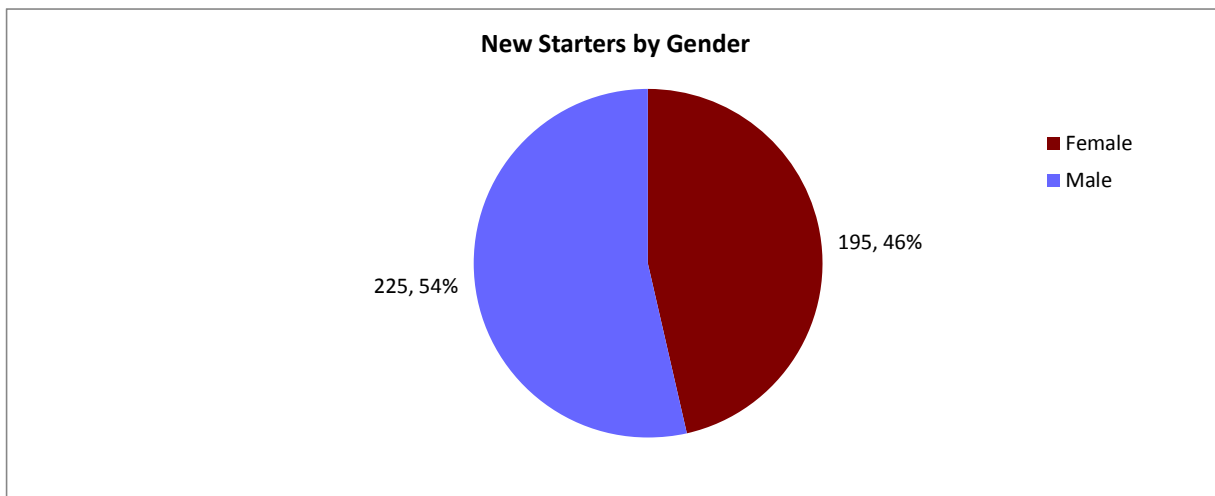


### Disability by Ethnic Band

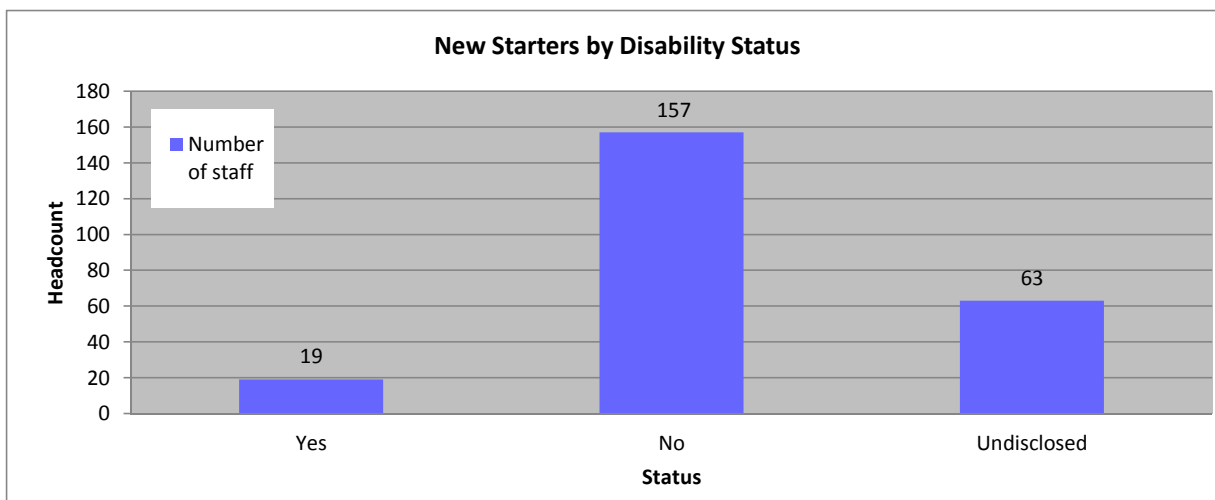


## New Starters - 1st January to 31st December, 2017

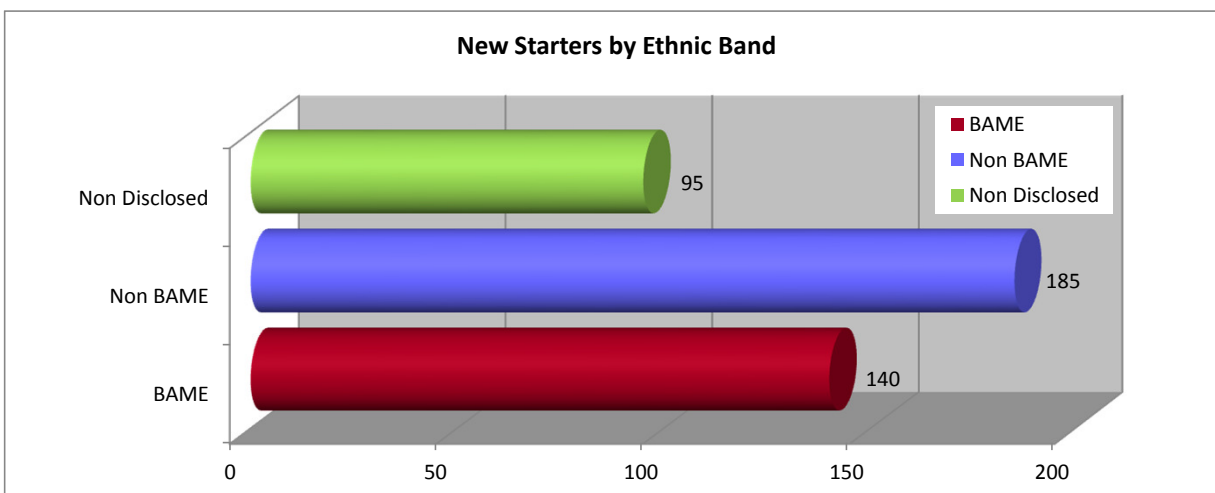
### New starters by gender



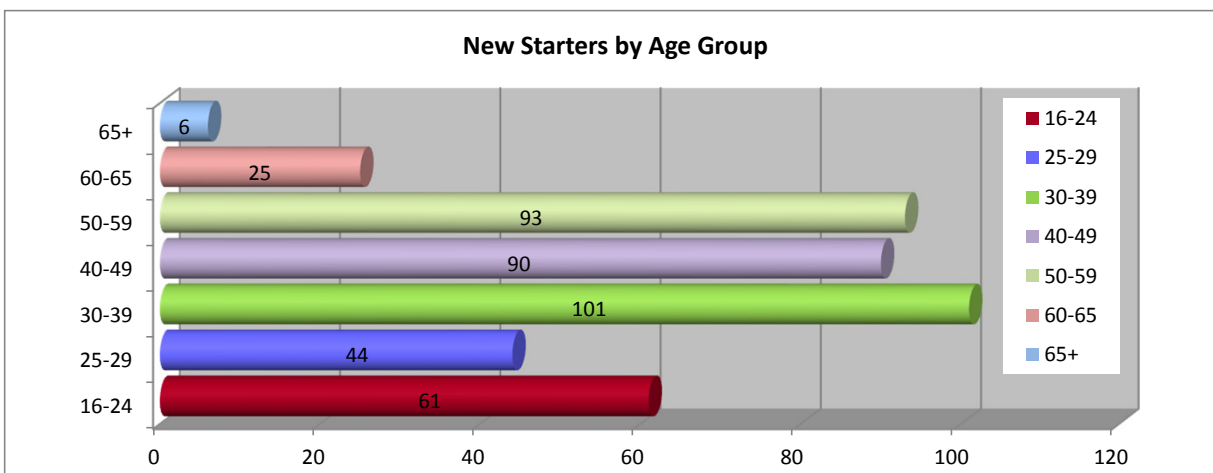
### New starters by disability



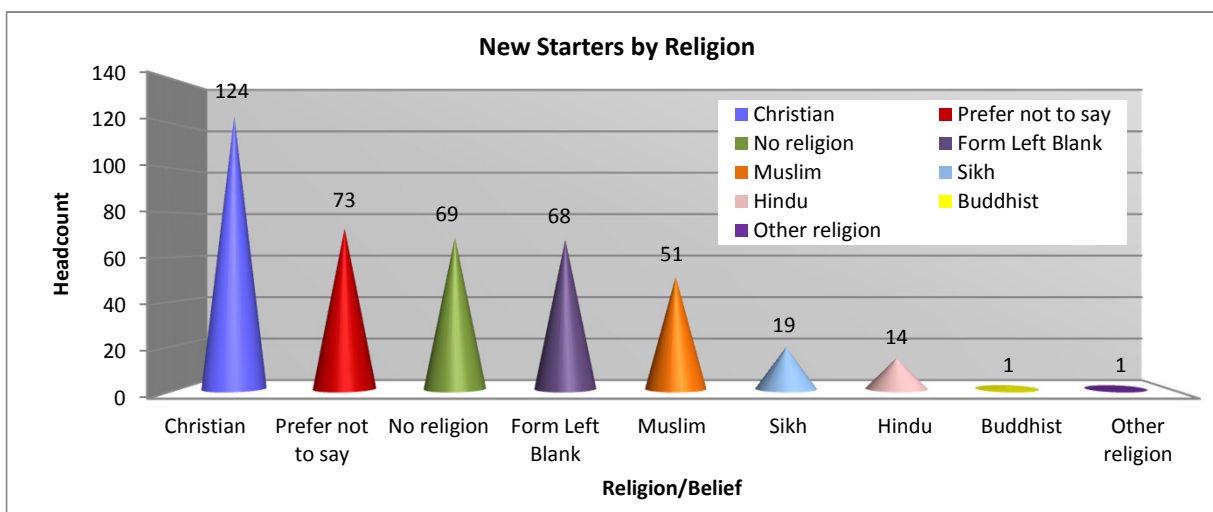
### New starters by Ethnic Band



## New Starters by Age Group



## New Starters by Religion/Religious Belief

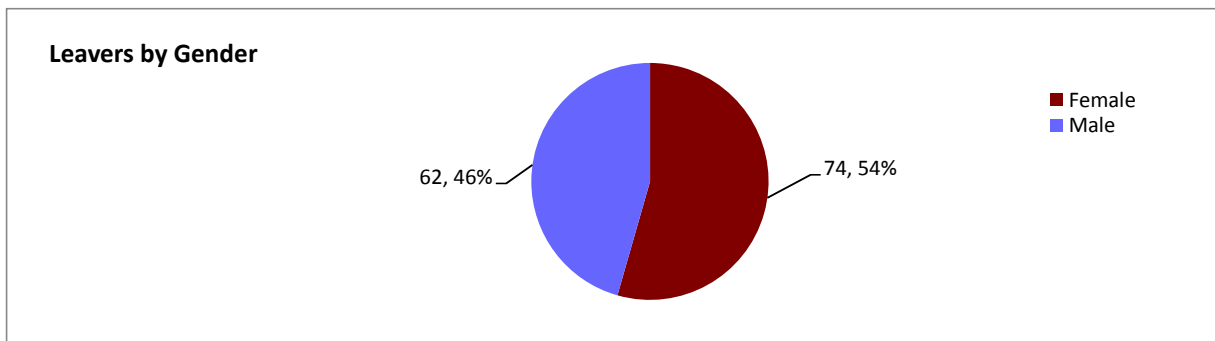


## New Starters by Ethnic Group

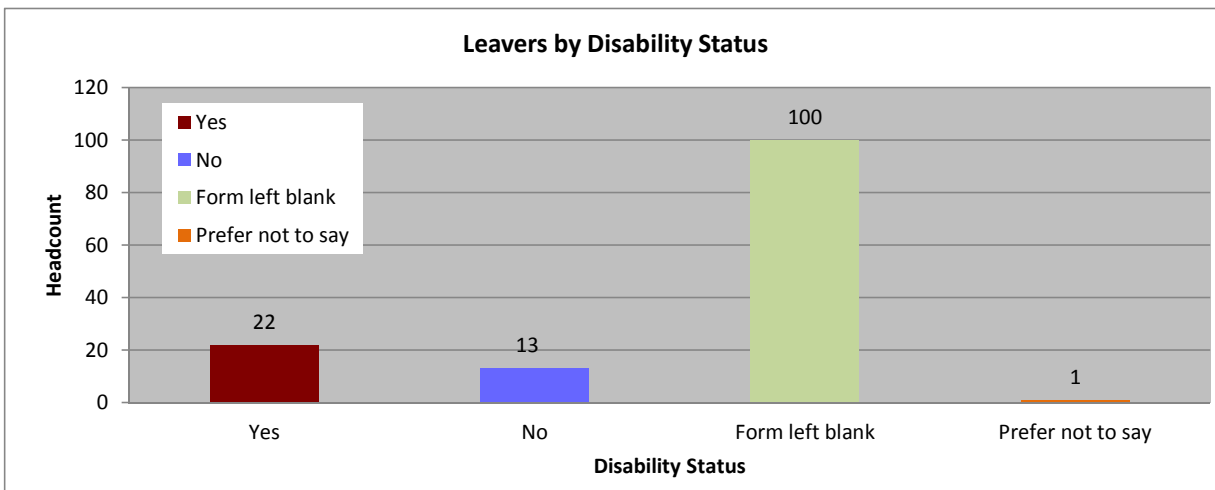
Ethnicity	Headcount	Percentage of total
<b>White</b>	<b>185</b>	<b>44.0</b>
British	163	38.8
Irish	4	1.0
Any Other White Background	18	4.3
<b>Mixed</b>	<b>10</b>	<b>2.4</b>
White & Black Caribbean	6	1.4
White & Black African	1	0.2
White & Asian	2	0.5
Any Other Mixed Background	1	0.2
<b>Asian or Asian British</b>	<b>81</b>	<b>19.3</b>
Indian	33	7.9
Pakistani	33	7.9
Bangladeshi	2	0.5
Sikh	8	1.9
Any Other Asian Background	5	1.2
<b>Black or Black British</b>	<b>44</b>	<b>10.5</b>
Caribbean	17	4.0
African	25	6.0
Any Other Black Background	2	0.5
<b>Chinese or Other ethnic Group</b>	<b>5</b>	<b>1.2</b>
Chinese	1	0.2
Other Ethnic Group	4	1.0
Non Disclosure	36	8.6
Blanks	59	14.0
Ethnic Minority applicants (Headcount)	140	33.3
<b>Total New Starters</b>	<b>420</b>	<b>100.0</b>



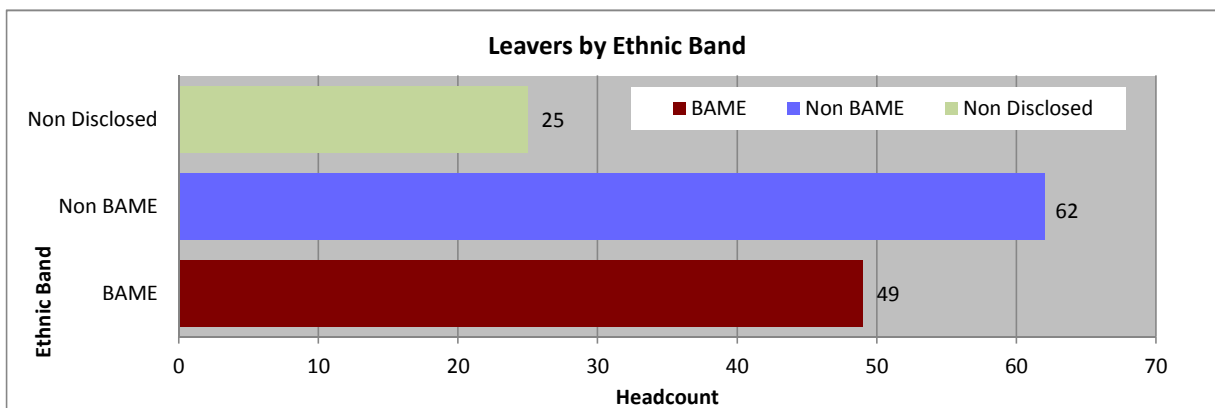
### Leavers by Gender



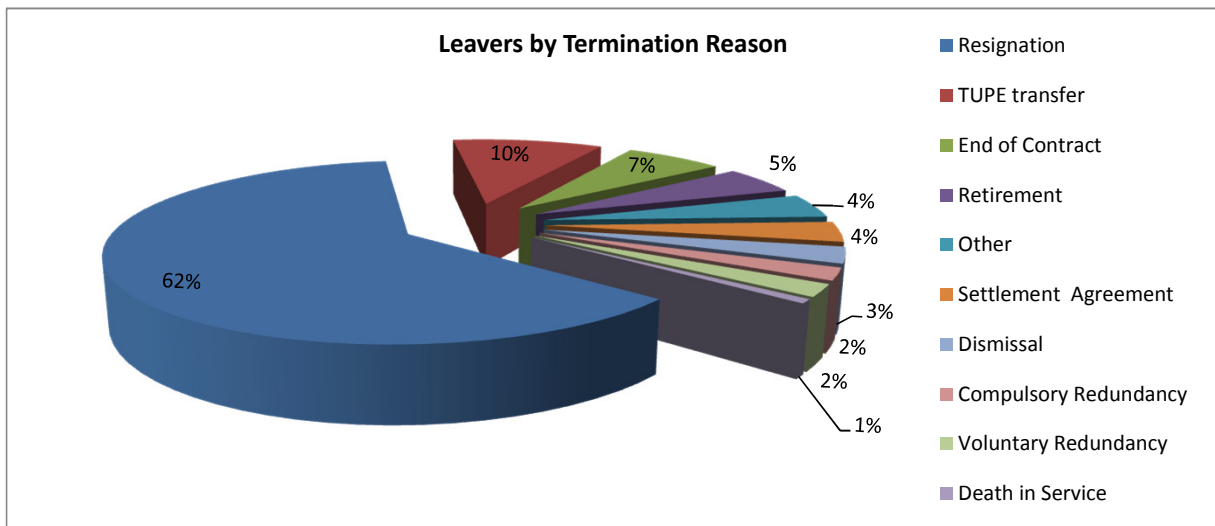
### Leavers by Disability Status



### Leavers by Ethnic Band

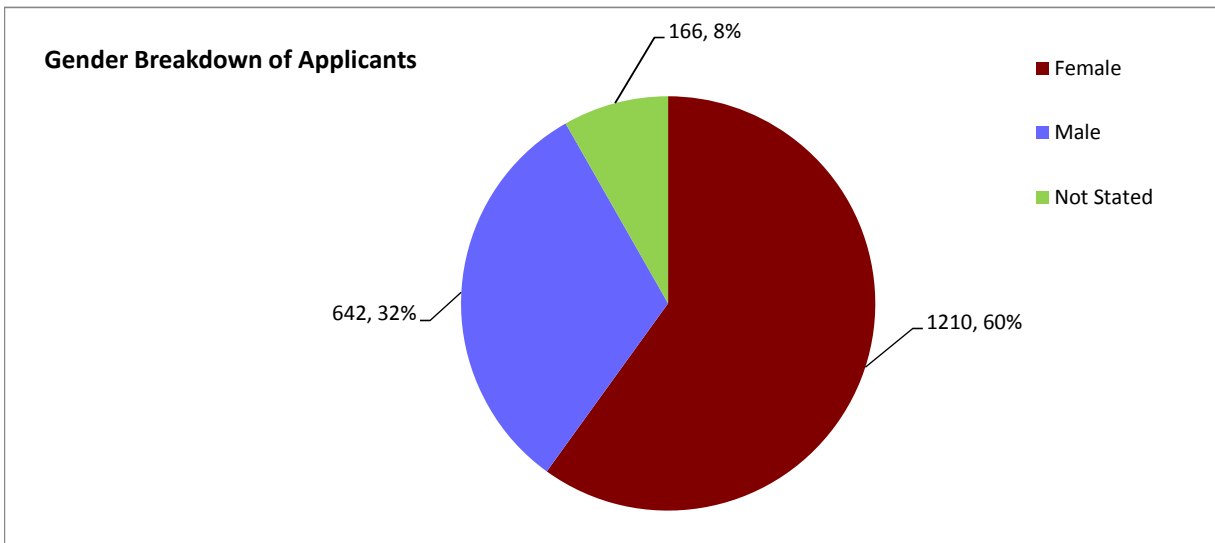


### Leavers by Termination Reason

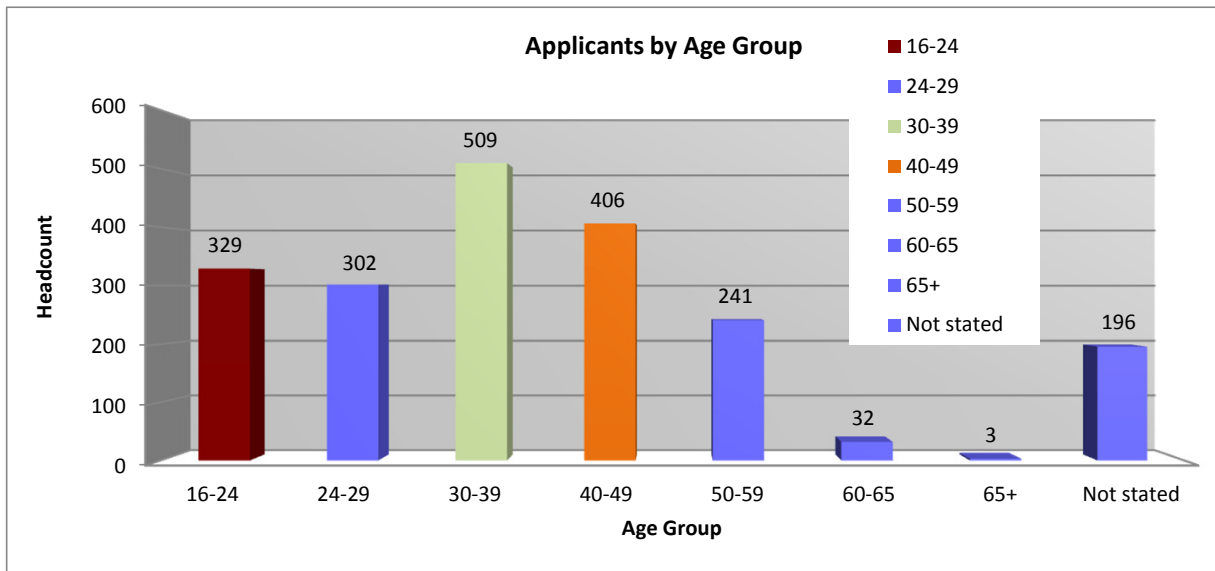


## Recruitment Activity

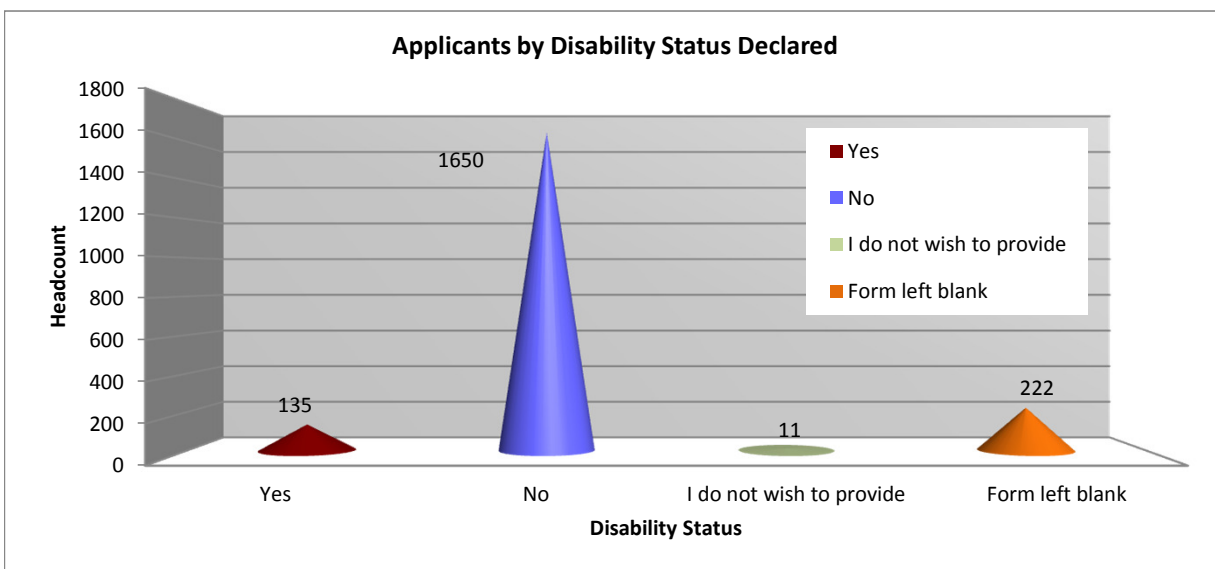
### Gender breakdown of Applicants



### Applicants by Age Group



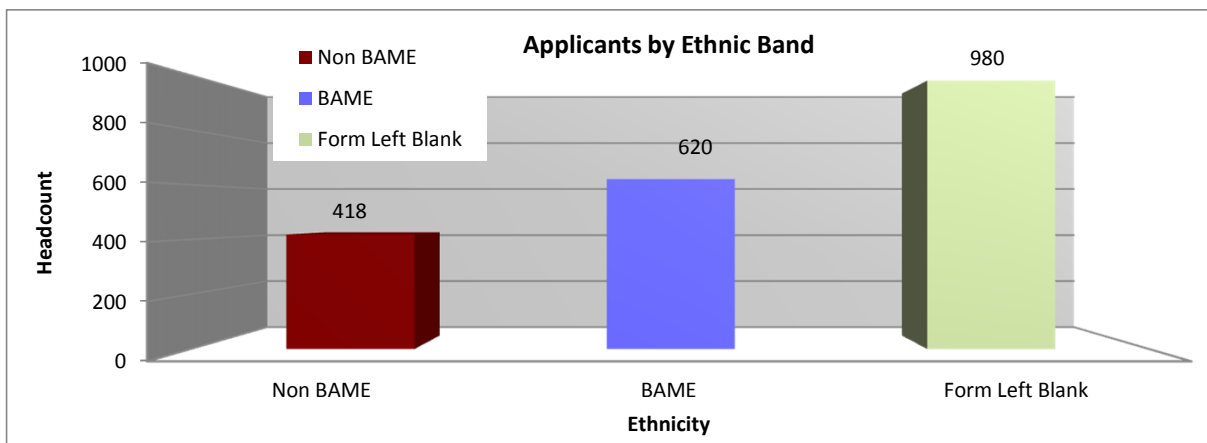
### Applicants by Disability Status



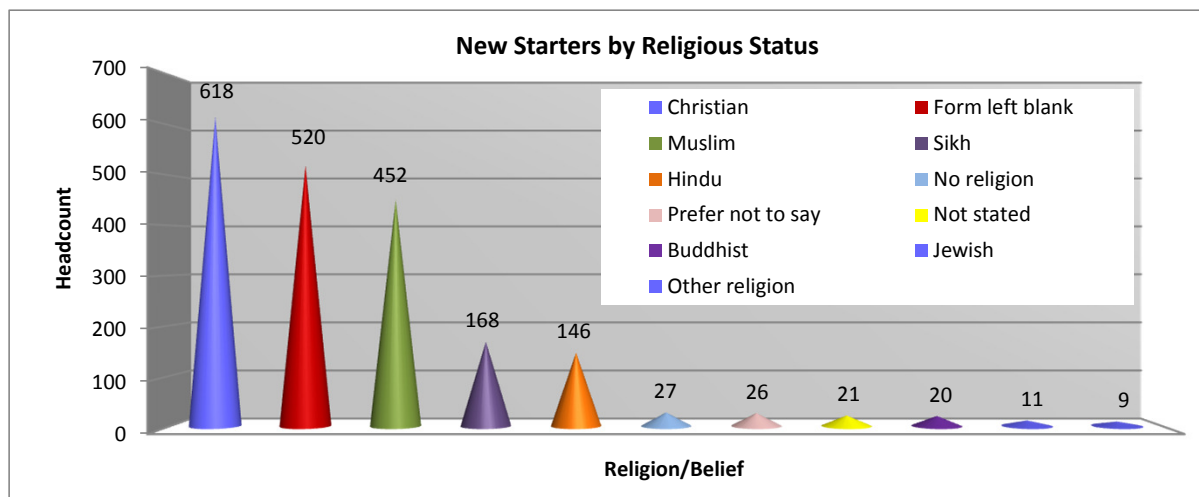
### Applicants by Ethnic Group

Ethnicity	Headcount	Percentage of total
<b>White</b>	<b>410</b>	<b>20.3</b>
British	347	17.2
Irish	9	0.4
Any Other White Background	54	2.7
<b>Mixed</b>	<b>32</b>	<b>1.6</b>
White & Black Caribbean	15	0.7
White & Black African	5	0.2
White & Asian	10	0.5
Any Other Mixed Background	2	0.1
<b>Asian or Asian British</b>	<b>413</b>	<b>20.5</b>
Indian	169	8.4
Pakistani	190	9.4
Bangladeshi	7	0.3
Sikh	35	1.7
Any Other Asian Background	12	0.6
<b>Black or Black British</b>	<b>161</b>	<b>8.0</b>
Caribbean	43	2.1
African	114	5.6
Any Other Black Background	4	0.2
<b>Chinese or Other ethnic Group</b>	<b>12</b>	<b>0.6</b>
Chinese	4	0.2
Other Ethnic Group	8	0.4
Non Disclosure	10	0.5
Blanks	980	48.6
Ethnic Minority applicants (Headcount)	618	30.6
<b>Total Applicants</b>	<b>2018</b>	<b>100.0</b>

### Applicants by Ethnic Band



### Applicants by Religion/Belief



# Workforce Profile - Ethnicity, Disability, Gender, Age Group & Service Length

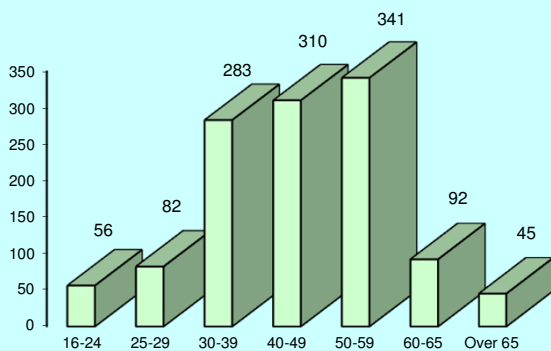
Profile as at 31st December 2017

Total Workforce (excluding schools)

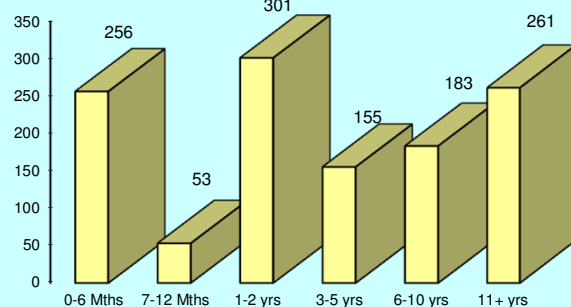
Ethnicity Breakdown	31-Dec-17		Slough Census Comparator 2011	Gender		Disability	
	Total	%		Male	Female	Yes	No
<b>White</b>		49.0	<b>45.7 (+3.3)</b>				
British	528	43.7	34.5 (+9.2)	221	307	55	94
Irish	14	1.2	1.1 (+0.1)	8	6	0	2
Any Other White Background	50	4.1	10.1 (-6.0)	22	28	3	13
<b>Mixed</b>		3.1	<b>3.4 (-0.3)</b>				
White & Black Caribbean	17	1.4	1.2 (+0.2)	8	9	1	6
White & Black African	6	0.5	0.4 (+0.1)	1	5	0	1
White & Asian	9	0.7	1.0 (-0.3)	2	7	1	3
Any Other Mixed Background	6	0.5	0.8 (-0.3)	0	6	0	0
<b>Asian or Asian British</b>		25.8	<b>39.1 (-13.3)</b>				
Indian	135	11.2	15.6 (-4.4)	32	103	3	11
Pakistani	119	9.8	17.7 (-7.9)	39	80	10	18
Bangladeshi	5	0.4	0.4 (0.0)	2	3	0	2
Sikh	27	2.2	N/A	7	20	2	3
Any Other Asian Background	26	2.2	5.4 (-3.2)	5	21	2	3
<b>Black or Black British</b>		8.3	<b>8.6 (-0.3)</b>				
Caribbean	41	3.4	2.2 (+1.2)	15	26	1	12
African	54	4.5	5.4 (-0.9)	18	36	2	19
Any Other Black Background	5	0.4	1.0 (-0.6)	1	4	0	1
<b>Chinese or Other ethnic Group</b>		1.7	<b>3.2 (-1.5)</b>				
Chinese	7	0.6	0.6 (0.0)	1	6	0	1
Other Ethnic Group	13	1.1	2.6 (-1.5)	4	9	0	3
Non Disclosure	41	3.4		29	12	70	2
Blanks	106	8.8		32	74	861	4
Ethnic Minority employees (Headcount)	470	38.9		196	421	22	83
<b>Total Headcount</b>	<b>1209</b>			<b>447</b>	<b>762</b>	<b>1011</b>	<b>198</b>

The percentage for Male and Female staff as a proportion of the total workforce equated to 31.9% and 55.9% respectively (this only includes those that declared their gender), leaving the remaining 12.2% as those that did not disclose or left the form blank.

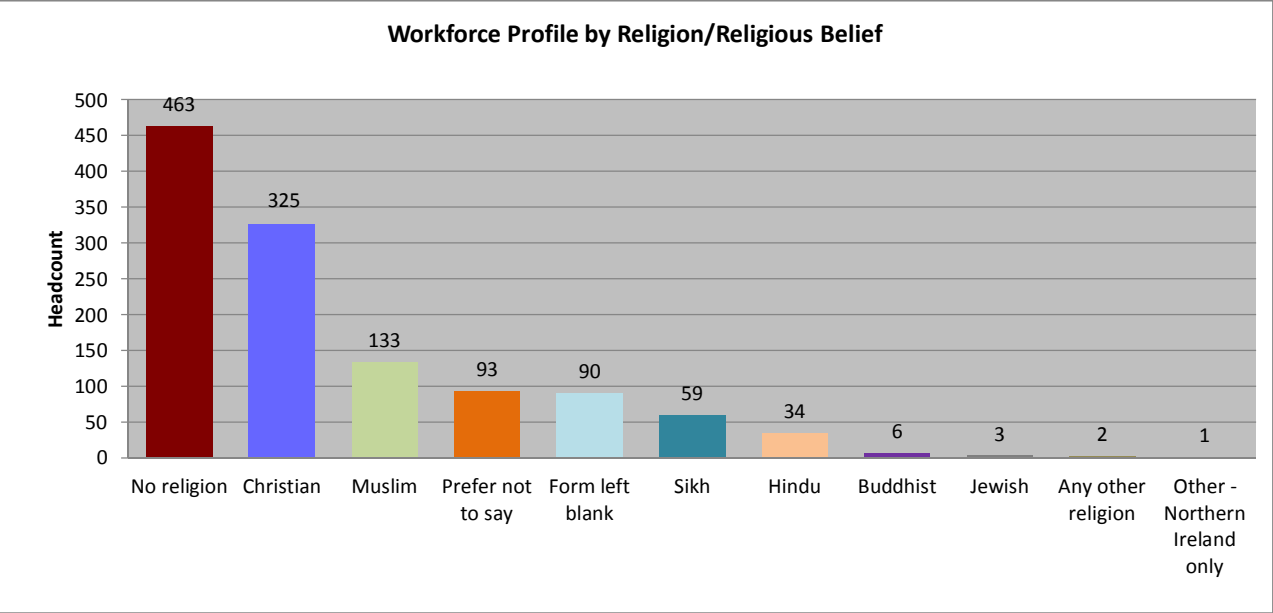
Age Group Profile



Service Length Profile



**Workforce Profile by Religious Belief**



## Equality Data collection and use

*Equality Objective: “Slough Borough Council will improve equality of opportunity through fair and evidence-based decision-making”*

We will:

- Improve the collection and use of quantitative and qualitative information available on the impact of major decisions on different equality groups.
- Ensure residents have the opportunity to have their views heard on all major decisions.
- Commit to mitigating negative impacts, wherever reasonable and proportionate.

At Slough Borough Council, we adopt a range of monitoring data to ensure equality of access to services, and to inform service improvement. Monitoring data is also used to assist in determining long-term equality objectives. This data derives from information collected on employees, service applicants and users, from complaints and feedback from consultations, surveys and discussion groups and forums.

### *Corporate Equalities Monitoring Form*

These are the recommended corporate guidelines which are used in recruitment and selection monitoring, service monitoring and consultations, where practical and relevant to the service. Equalities information is supplied by the individual on a voluntary basis. There is no mandatory requirement to supply the data. Service areas can modify the form to collect additional information (e.g. Wider ethnic groups, languages etc), where appropriate.

### *Equality Impact Assessments (EIA)*

The Equality Act 2010 requires all public bodies, to pay “due regard” to the impact of policies and decisions on equality groups. Analysis should be evidence – based and reasonable and proportionate to the decision /policy considered. SBC has agreed that the best way to ensure this happens is to continue to conduct Equality Impact Assessments on all relevant new policies and whenever significant changes are being made to existing policies or services. A standard template has been implemented, a summary of which is referenced on Cabinet Reports. All public Cabinet Reports are available from [www.slough.gov.uk](http://www.slough.gov.uk) It is recommended that EIAs are conducted:

- Before a plan is made to change or remove a service, policy or function to assess any potential impacts, positive and negative, in a proportionate way and with relevance;
- To make decisions that are justified, evidenced, relevant and identify any mitigating proposals;
- To prioritise expenditure in an efficient and fair way; and
- To have a record showing that the potential impacts have been considered and that decisions are based on evidence

## Equality in Services

*Equality Objective “Slough Borough Council will reduce inequalities in service access and outcomes”*

*Focus on educational achievement:*

We will support schools in:

1. reducing gaps in attainment and progress for reading, writing and mathematics at Key Stage 2 between Special Educational Needs (SEN) and non SEN pupils, and between disadvantaged and non disadvantaged pupils, both within Slough and nationally.
2. reducing gaps in attainment and progress at Key Stage 4 in ‘progress 8 measures’ between SEN and non SEN pupils and between disadvantaged and non disadvantaged pupils, both within Slough and nationally.
3. reducing gaps in attainment and progress at all key stages between pupils of different ethnic backgrounds and in particular white British pupils, both within Slough and nationally.
4. in raising the attainment and progress of all pupils in achieving a ‘Good level of development’ in the Early Years Foundations Stage.

Slough schools are incredibly diverse. There are over 150 different languages and dialects spoken by pupils attending a Slough School. After English, the most popular languages spoken are Urdu, Punjabi and Polish. (Schools Census 2017).

### Ethnicity of pupils as collected from Spring School Census 2017

	<b>Ethnic Background</b>	<b>Number</b>	<b>Percentage</b>	
Asian or Asian British	Asian Heritage - Any Other	1372	4.5%	48.9%
	Asian Heritage - Bangladeshi	205	0.7%	
	Asian Heritage - Indian	5645	18.5%	
	Asian Heritage - Pakistani	7675	25.2%	
Asian or Asian British Total		<b>14897</b>		
Black or Black British	Black Heritage - African	1928	6.3%	8.1%
	Black Heritage - Any Other	190	0.6%	
	Black Heritage - Caribbean	364	1.2%	
Black or Black British Total		<b>2482</b>		
Mixed Heritage	Mixed Heritage - Any Other	1215	4.0%	9.1%
	Mixed Heritage - White & Asian	800	2.6%	
	Mixed Heritage - White & Black African	261	0.9%	
	Mixed Heritage - White & Black Caribbean	493	1.6%	
Mixed Heritage Total		<b>2769</b>		
Other	Chinese Heritage	59	0.2%	5.2%
	Other Heritage	1128	3.7%	

	Unclassified Heritage	404	1.3%	
Other Total		<b>1591</b>		
White Heritage	White Heritage - Any Other	3531	11.6%	28.7%
	White Heritage - British	4847	15.9%	
	White Heritage - Gypsy/Roma	202	0.7%	
	White Heritage - Irish	125	0.4%	
	White Heritage - Traveller of Irish Heritage	27	0.1%	
White Heritage Total		<b>8732</b>		
Grand Total		<b>30471</b>	<b>100%</b>	<b>100%</b>

Below are some key facts on educational attainment in 2017, by gender, ethnicity, SEND and Disadvantaged. A detailed report of *School Standards and Effectiveness* in Slough, including an explanation of all performance measures, can be found here <http://www.slough.gov.uk/moderngov/ieListDocuments.aspx?CId=133&Mid=5950>

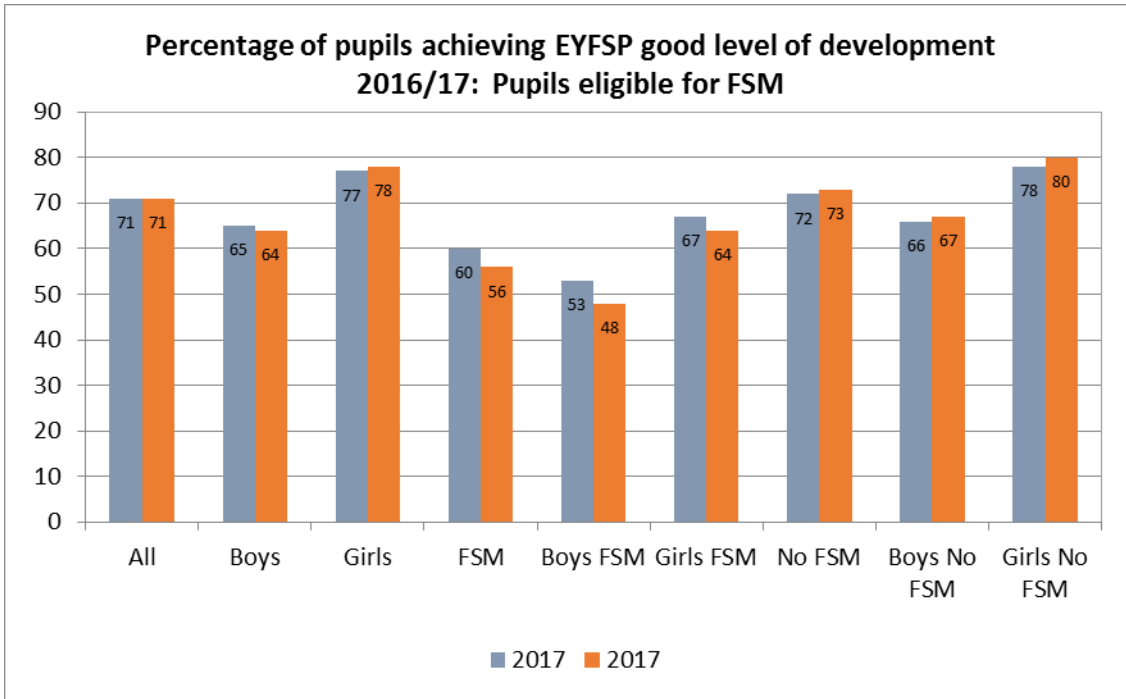
### Early Years Foundation Stage (EYFS) Achievement Gap

There has been an increase over time in the percentage of children in receipt of free school meals achieving a Good Level of Development (GLD) at the end of EYFS. (Please note that *Free School Meals (FSM)* criteria is often under-reported in Early years) As with the GLD figures for the whole cohort, girls achieve better than boys.

Year	FSM			No FSM		
	Slough	Nat	Gap	Slough	Nat	Gap
2014	48	45	3	59	64	-5
2015	58	51	7	66	69	-3
2016	53	54	-1	71	72	-1
2017	60	56	4	72	73	-1

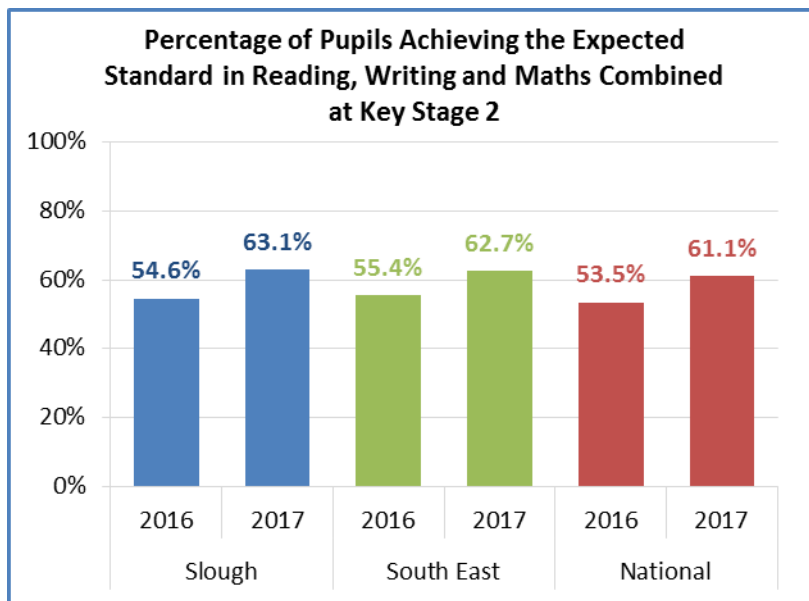
The table shows that the gap between those on FSM in Slough and those on FSM nationally has exceeded the national average every year except for 2016. The gap between those on no FSM in Slough compared to those nationally has closed and remained just under the national average in 2016 and 2017.





**Key Stage 2 Attainment:**

The proportion of pupils achieving expected standards in Reading, Writing and Mathematics in Slough are above the national average for 2017 with an improving trend over the last two years. Slough is broadly in line with the South East average for both 2016 and 2017.



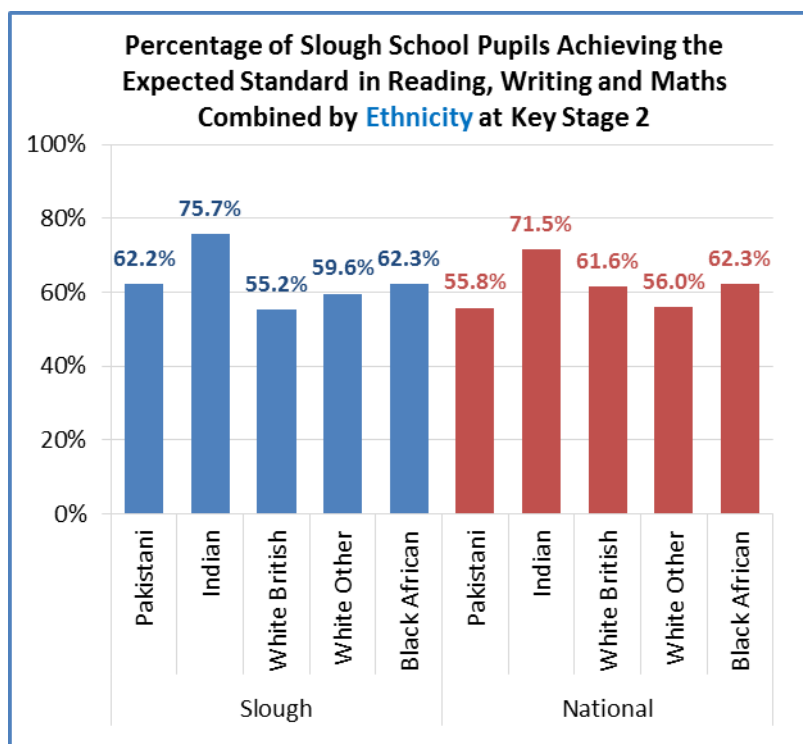
## Gender

Whilst girls outperform boys and have remained in line with the national average for the last two years there, has been an improvement in the performance of boys. Outcomes for boys are above those of boys nationally.

The gap between boys and girls is smaller than the gap nationally and has decreased from 2016 to 2017

	All Pupils	Gender		
		Boys	Girls	Gender Gap
National 2016	53%	50%	57%	7%
Slough LA 2016	54.6%	51.0%	58.4%	7.4%
National 2017	61.1%	57.4%	65.1%	7.7%
Slough LA 2017	63.1%	60.3%	66.0%	5.7%

## Ethnicity



The chart above shows that the highest performing ethnic group in Slough is Indian followed by Pakistani and Black African. Whilst these groups are performing above (or in line with national average for similar pupils) it is the Indian group that is performing significantly above both the national and South East average. Performance of pupils

in the White Other, Pakistani and Black African categories have moved from below national average to above or in line with national average.

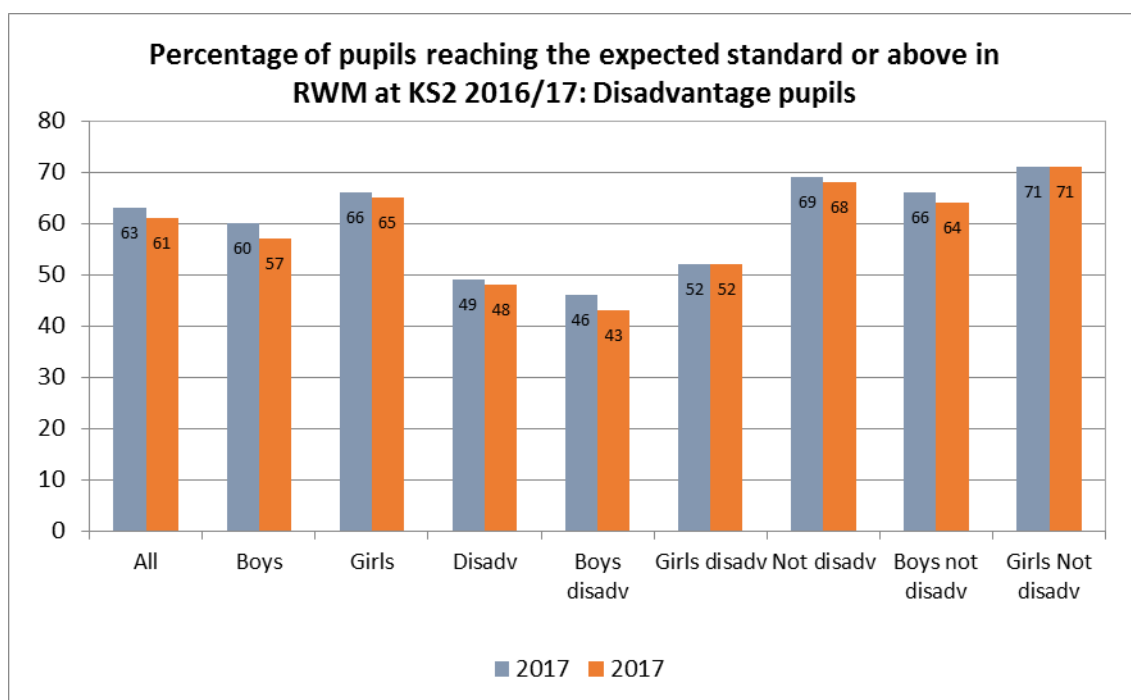
### SEND Pupils

At KS2 the gap between those with SEND and non-SEND is wider than the national average and has increased from 2016 to 2017.

	All Pupils	Special Needs		
		No SEND	SEND	SEND Gap
<b>National 2016</b>	53%	62%	16%	<b>46%</b>
<b>Slough LA 2016</b>	54.6%	62.8%	15.6%	<b>47.2%</b>
<b>National 2017</b>	61.1%	70.3%	18.3%	<b>52.0%</b>
<b>Slough LA 2017</b>	63.1%	72.6%	16.4%	<b>56.2%</b>

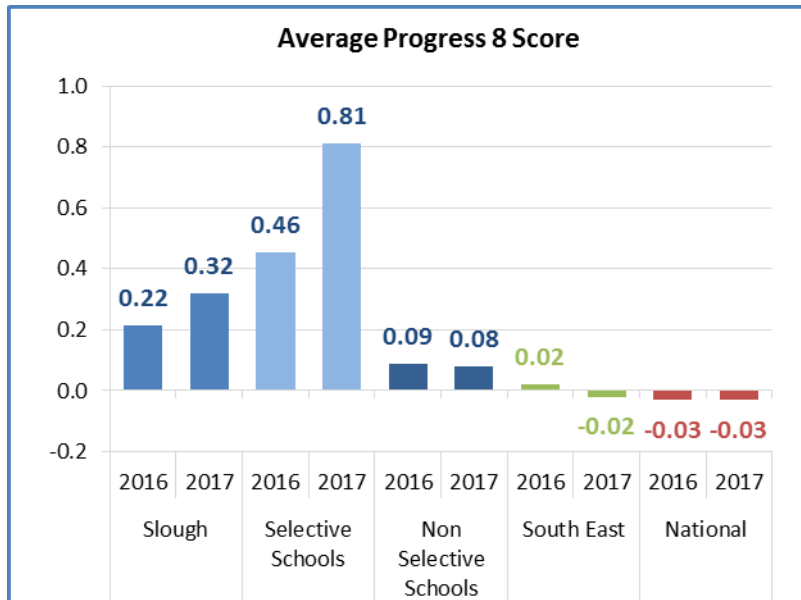
### Disadvantaged Pupils

Disadvantaged pupils are performing well in Slough compared to disadvantaged pupils nationally. Nationally and within the South East there has been a rise in achievement for disadvantaged pupils from 2016 to 2017. In 2016 Slough performed above average for disadvantaged pupils when compared to disadvantaged pupils nationally, achieving expected standards in RWM and has remained just above average for 2017. It is still significantly below in achievement against all other pupils. In 2017 the gap between the disadvantaged and non-disadvantaged is in line with the national gap. However, it has widened from 2016 where the gap was significantly smaller than the national average.

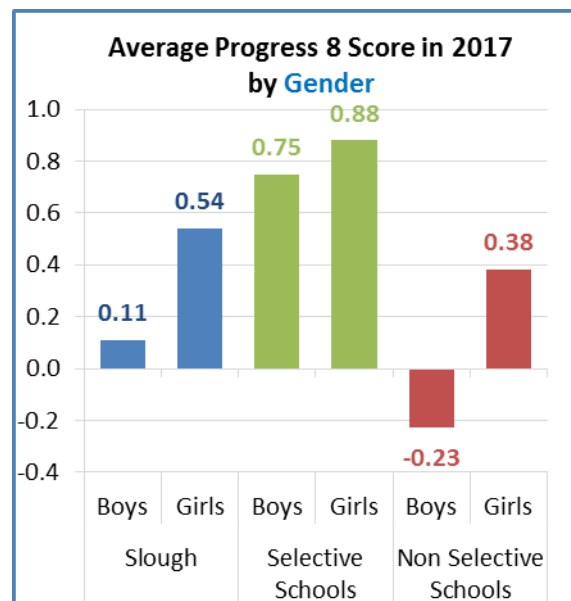
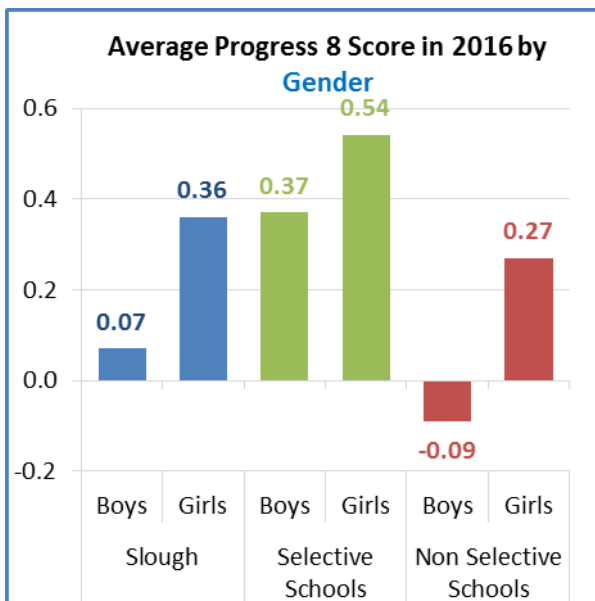


## Key Stage 4

Progress 8 scores for Slough Schools are above the national average for both selective and non-selective schools.

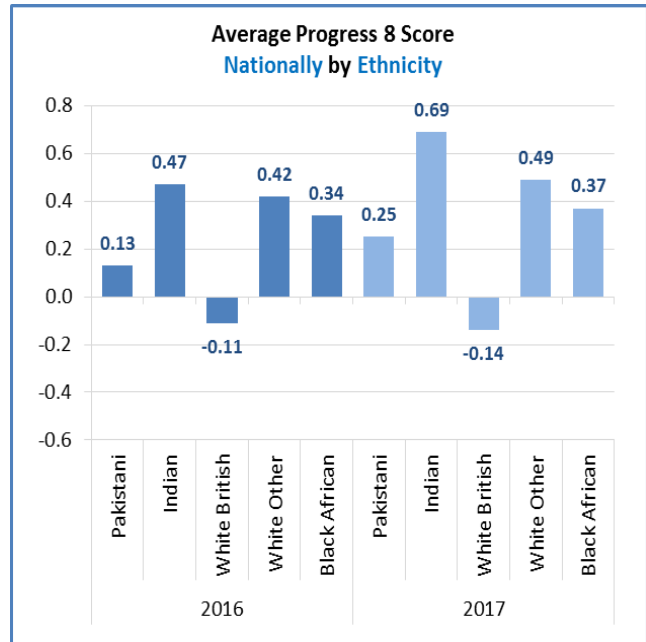
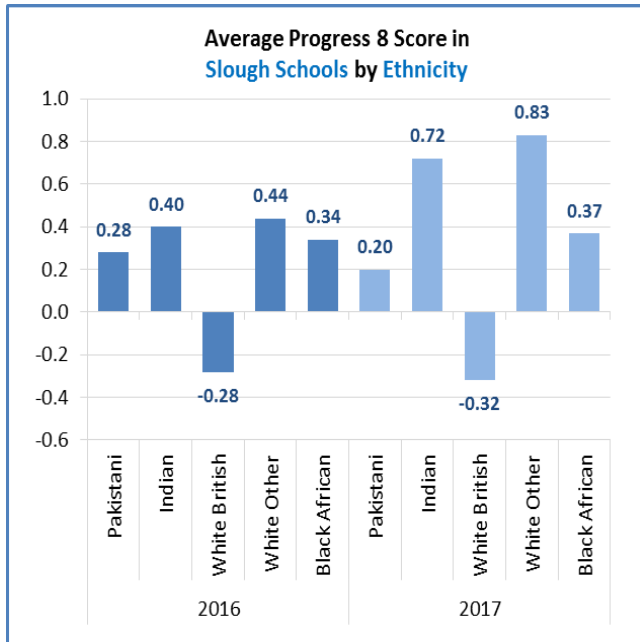


Whilst girls outperform boys, both are performing well above the national average and show an upward trend when all schools are combined. Analysis of non-selective schools shows a downward trend for boys from 2016 to 2017, whilst the same time an upward trend for girls.



The progress of white British pupils is below national average and is the lowest of all the ethnic groups within Slough. There were 285 pupils of white British background in 2017. Of these pupils 66 were disadvantaged which represents 23% of the white British cohort.

Of the white British cohort who were not disadvantaged the progress 8 score was - 0.18 which is still below average. Only one non-selective school in Slough achieved a positive progress 8 score for white British pupils.



## SEND

2016	All Pupils	Special Needs		
		No SEND	SEND	SEND Gap
National - State Funded Schools	49.9	53.3	31.2	22.1
Slough LA	54.9	58.1	38.4	19.7
Slough Non Selective	47.5	51.0	34.6	16.4
Slough Selective	69.7	70.0	64.8	5.2

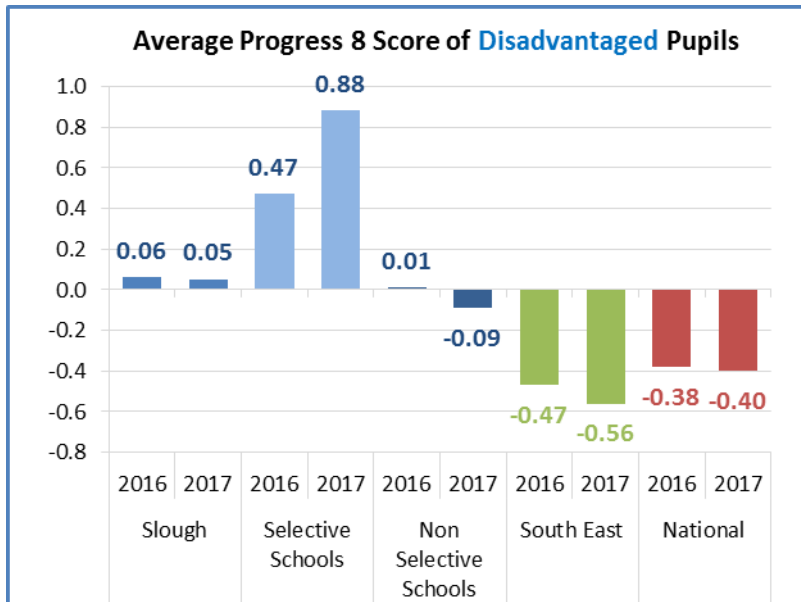
2017	All Pupils	Special Needs		
		No SEND	SEND	SEND Gap
National - State Funded Schools	63.9	70.4	25.0	45.4
Slough LA	73.4	79.5	34.7	44.8
Slough Non Selective	60.5	68.2	24.2	44.0
Slough Selective	99.8	99.8	100.0	0.2

At Ks4 pupils with SEND in Slough are doing better than pupils with SEND nationally, although the gap to non SEND pupils has widened.

## Performance of Disadvantaged Pupils

Disadvantaged pupils are performing above the average of disadvantaged pupils nationally and in the South East in Progress 8 indicators. There has been a significant increase in selective schools from 2016 to 2017, but a small decline in non-selective schools from 2016 to 2017. Nevertheless, progress of disadvantaged pupils in non-selective schools is significantly better than that of disadvantaged pupils nationally.

## Disadvantaged pupils



### Focus on Public Health:

1. We will reduce overweight and obesity levels at year 6 to 36% by 2020.
2. We will continue to reduce smoking levels in all adults.
3. We will increase men's uptake of CardioWellness 4 Slough (CW4S) NHS Health Checks by ensuring at least 30% of representation is by men, yearly.
4. We will increase targeted uptake of CW4S by ensuring that 50% uptake is from deprived quintiles 2&3, yearly.

### Reducing Obesity in Children

There has been a small reduction in Overweight and Obese students at Reception year, but a slight increase at Year 6. This is based on 2016/2017 NCMP data.

Highlights of activity to tackle obesity and overweight in Slough school children include:

#### Daily Mile

- 9 primary schools participate in *The Daily Mile* (An increase of 8 since June 2017). The outcome of this is that 4,500 children are now running for 15 minutes a day. Up to four additional schools are planning on taking up this offer later in 2018.

## Active Movement

- 4 primary schools, 2 secondary schools and 1 Childrens Centre are now participating in [Active Movement. This means that](#) 4,000+ students and staff are now reducing their levels of sedentary behaviour daily.
- There were 2 articles in the Observer and 1 in the [Express](#), as well as a news piece on [Thames Valley TV](#) about our launch of Active Movement.

## Lets Get Going

- 3 primary schools have signed up to *Let's Get Going* (healthy living intervention) in 2018. 1 Community programme also starting in spring time.
- 3 primary schools have signed up to Active Slough's tier 1 primary school weight loss intervention programme between Jan and June 2018.

## Reducing Smoking

We are continuing to help local people quit smoking. Our “successfully quit” rate (number of people starting and completing a smoking cessation course, per 100,000 smokers) is higher than the national average; and highest in the South East.

This is data from **Q1-Q4 2016/17**. We have yet to receive full data for 2017/18 but we are on a similar trajectory to last year.

### Percentage of those who successfully quit smoking

Slough 70.64% [741]

SE 52.33%

England 50.69%

### Rate per 100,000 smokers

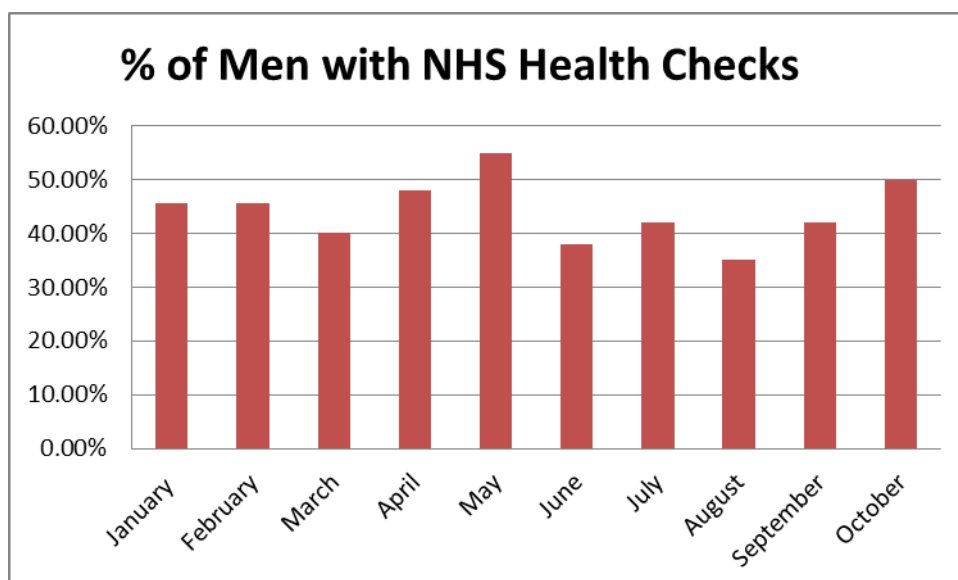
Slough 3,766

SE 2,054

England 2,248

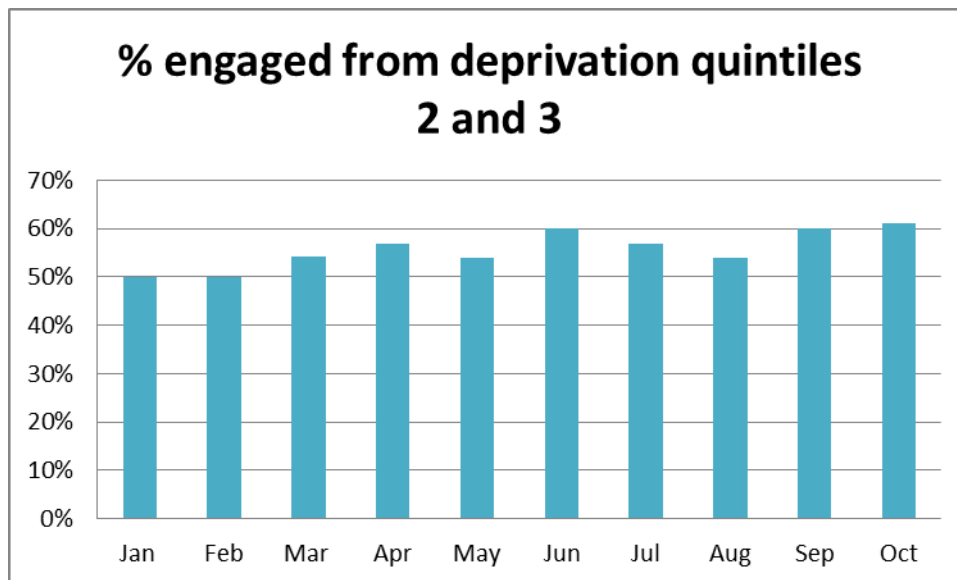
## NHS Health Checks

The average uptake of NHS Health Checks for men in the period reported (Jan 2017-October 2017) is 44.1%. The graph below demonstrates that we have met and exceeded the set target since the programme's inception in January 2017.



## CardioWellness4Slough (CW4S)

The average uptake of CW4S in the period reported is 56%. The graph below demonstrates the since the inception of the programme, we have met and achieved beyond the 50% uptake from deprived quintiles 2 & 3 target.



### *Focus on Housing:*

We will:

1. Review who is eligible for social housing and regularly monitor the impact on different equality groups.
2. Ensure all of our social housing is of the highest standard to support those with disabilities and other special needs.
3. Enforce high standards in the private rented market.

## Housing

A wide range of data is collected on tenants, applicants on the housing register and those in temporary accommodation. The current Housing Strategy has a strong focus on reducing the significant inequalities that exist in the local housing market and improving the availability and quality of social housing, particularly to vulnerable groups, such as the disabled, younger or older residents. The council currently owns and manages 7,100 properties across the borough and is the freeholder for around another 1700 houses.



Details of the Housing Strategy can be accessed at:

<http://www.slough.gov.uk/council/strategies-plans-and-policies/housing-strategy.asp>

The Housing team continues to use this data and review recent equality impact assessments to monitor housing allocations. The following table shows the ethnicity of all applicants re - housed by the council in the period 1.4.2017 – 31.12.2017. The largest ethnic groups represented are White British, Pakistani and White Other respectively.

AF - African	34
CB - Caribbean	18
IN - Indian	7
MA - Mixed White Asian	3
MB - Mixed White Black African	1
MC - Mixed White Black Caribbean	11
NS - Not Stated	8
OA - Other Asian	16
OB - Other Black	3
OM - Other Mixed	2
OT - Other	3
OW - Other White	50
PA - Pakistani	76
WB - White British	90
WI - White Irish	3
(blank)	
Grand Total	325

The following table represents the ethnicity of those on the housing register as of 31.12.2017.

AF - African	288
CB - Caribbean	91
IN - Indian	98
MA - Mixed White Asian	15
MB - Mixed White Black African	8
MC - Mixed White Black Caribbean	66
NS - Not Stated	36
OA - Other Asian	143
OB - Other Black	41
OM - Other Mixed	29
OT - Other	37
OW - Other White	393
PA - Pakistani	618

WB - White British	605
WI - White Irish	16
Bangladeshi	10
Grand Total	2484

Key statistics (relates to tenants):

- Most people who live in our homes are of working age, between 20 and 65.
- The following are the 3 most represented ethnicities in our properties:
  - White British
  - Pakistani
  - Other White
- 12.8% of people living in our homes have stated they have at least one disability.
- 40.5% of people on our housing register are aged 15 or younger.
- The following are the 3 most represented ethnicities of the main applicants on our housing register:
  - Pakistani
  - White British
  - Other White
- 5.9% of all applicants on our Housing Register have stated they have at least one disability.
- 49% of people in temporary accommodation are aged 15 or younger.
- 76% of the main tenants in temporary accommodation are women.

In terms of general service access, the council is striving to improve accessibility for disabled residents. In 2018, the council plans to launch a British Sign Language Video Relay Service at My Council (face to face and telephone) to better support deaf residents. Customer Service advisors have also benefitted from deaf awareness sessions, to improve their understanding of the issues deaf customers face when accessing council services.

The council also offers telephone and face to face interpretation services for those who need assistance in languages other than English.

## **Community Cohesion**

*Equality Objective: "Slough Borough Council will help to foster good community relations and cohesion"*

We will:

- Celebrate Slough as a diverse and welcoming place
- Provide a leadership role on issues that impact on local community cohesion.
- Promote mutual respect and tolerance.
- Promote local democracy and civic engagement
- Champion equality and challenge prejudice
- Re-inforce civic values and democracy
- Promote dialogue and understanding between different groups
- Speak out against extremism, in all its forms

The council continues to lead, promote and participate in many activities which support community cohesion. Work is currently underway to review the Council's current approach to community cohesion and to set out for discussion a position/statement paper and an action plan to guide its future work.

A range of activities have taken place throughout 2017 to promote good community relations, dialogue and understanding between different groups – the following is snapshot of these activities:

### **Diverse Steps – *Dance in Unity* Event – 20 May 2017**

The Members' Community Cohesion group hosted a major celebration of all communities in Slough which took place on Saturday, 20 May in the Town Square, Slough Town Centre. The aims of the event were to showcase the cultural diversity of communities in Slough through dance and entertainment. The event coincided with 'World Day for Cultural Diversity' – enhancing our understanding of acceptance of different cultures.

The event drew in large crowds in the town centre - over 150 participants took part in the event with 16 different groups performing dance styles from around the world. The event kicked off with a street procession which was led by Members of the Community Cohesion Group and performers.

Feedback from participant: “a great event – our children really enjoyed their participation. The sense of community cohesion brought about by these kind of events is more important than ever”.

### **Celebrate Chalvey Event**

Community cohesion event organised in partnership with Neighbourhood Services, YMCA, the Police, local businesses and all members of the community. Included Chalvey Stories – stories of local people and their histories.

### **Slough Canal Festival**

Around 5000 people attended the annual community festival in Bloom Park Langley on 10<sup>th</sup> & 11<sup>th</sup> September 2017. It was a weekend full of fun activities bringing communities together.

### **Black History Month celebration**

Lydia Simmons, first black female Mayor of Slough, and ward councillor Madhuri Bedi celebrated Black History Month, with free foods from around the world, drumming taster sessions, and music and dance. The event took place from 11am-3pm on Saturday 21 October at Byron House, Longwood Park Office, Common Road, Langley, SL3 8TR

### **Teamwork and community spirit helped spruce up Baylis Park**

The community volunteer day in Baylis Park was organised jointly with SNAP (Slough North Action Project), Councillor Fiza Matloob, Slough Amey and the council's parks and community safety teams. Around 20 volunteers came along to the historic walled garden to learn and take part in gardening activities such as rose and fruit pruning, tree planting and weeding and tidying the beds and borders.

### **Manor Park hosts community feedback event**

Slough Borough Council hosted a drop in community feedback event at the Manor Park Community Centre in November alongside hundreds of local residents as well as representatives from, Thames Valley Police, the Ujala Foundation, Paving the Way and the Wildlife and Wetlands Trust.

The event was held to share feedback following a public consultation in March which asked residents to share their experiences of using the Manor Park community centre, surrounding park and adjacent Age Concern building. Residents had an opportunity to hear more about the plans being proposed for the community centre, hall and park following their initial feedback, as well as the work that has been carried out to date by councillors, council officers, community members and partner organisations.

Community groups Paving the Way and the Ujala Foundation organised a Winter Festival for local residents which took place in the main hall at Manor Park on the same day. The Winter Festival family fun day hosted stalls selling food, gifts, sweets, clothes and jewellery and offered free cake and face painting for children, as well as a range of fun activities. More than 300 people attended the event.

**YES** - Empoword – Regular spoken word workshops and performances bringing together a very diverse group of young people and adults. Poetry and music used to vocalise views on a wide range of issues and experiences

**Spectrum** - Slough young people's service has launched a new group called Spectrum in response to wide-ranging evidence of relative disadvantage experienced by LGBTQ young people.

Spectrum will have two main branches:

- a peer support and PSHE group (PSHE is personal, social, health and economic education)
- a youth voice group - focused on campaigning, local events, 'youth-proofing' policy.

The work of Spectrum will feed into Slough Youth Parliament. As well as this there will be opportunities for young people to take part in celebrations for LGBT History Month, trips, and events run by the British Youth Council.

### **Members' Community Cohesion Group**

Members from the cross-party Community Cohesion Group issued statements of unity, condemning acts of violence and extremism throughout 2017.

### **Preventing Violent Extremism**

In response to the threat from extremism and terrorism, and in line with its statutory responsibilities under the Counter Terrorism Act (2015), the council has continued with extensive awareness training for its entire staff. Throughout 2017, dedicated training took place for all front line staff, to recognise signs of radicalisation and understand reporting and support processes. This forms a mandatory part of the corporate training schedule for those in contact with vulnerable individuals and families.

SBC chairs the Channel Panel which offers voluntary support and interventions to those at risk of radicalisation.

Local partners coordinate work in this area through a Preventing Violent Extremism Co-ordination group, which meets regularly to address local issues and approaches.

## Gender Pay Gap

In 2017, the government introduced legislation that made it statutory for organisations with over 250 employees to report annually on their gender pay gap. The gender pay gap shows the difference in average pay between all men and women in a workforce. It is different to *equal pay* – that is men and women being paid the same amount for the same or comparable work. It is unlawful to pay people differently for work of equal value because of their gender.

The legislation requires us to look specifically at the mean and median **hourly** pay rates, based on full time equivalent salaries. This takes into account actual annual salary wage gaps based on part-time working (most part-time workers are women). The gap reported is the percentage difference between men and women – the gender pay gap. The mean and median gender bonus gap, the proportion of men and women receiving a bonus and the proportion of men and women in each pay quartile are also reported as part of the requirements.

The figures are based on the payroll snapshot date of 31 March 2017. They have been independently audited by RHM HR Ltd and are based on all obtainable payroll data available to us for analysis, as per the regulations. The figures only relate to directly employed staff of Slough Borough Council. Agency workers, self-employed consultants etc. are not included as per the reporting regulations.

The figures show that on average (both median and mean), women earn 12.5% less than men. This is broadly in line with many public sector organisations, where pay scales and policies are robustly set and transparent, together with a range of policies which support women in the workforce. The national average gender pay gap is 18.4%.

Mean gender pay gap %	12.5%
Median gender pay gap %	12.5%

The council does not pay performance –related bonuses. Small payments (£250 and £500) are offered as long term service awards (20 and 30 years service respectively). In the period 1 April 2016- 31 March 2017, less than 10 staff received these payments, which totalled £3000. The very small number of both men and women receiving this payment has led to a bonus pay gap percentage figure of 25 % ( mean and median) in favour of men and it needs to be viewed in this context.

Mean bonus gender pay gap %	25%
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Median bonus gender pay gap %	25%
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Males receiving a bonus payment %	0.6
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Females receiving a bonus payment %	0.6
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The quartile analysis below shows generally good representation, based on the overall workforce profile. However, there is a larger proportion of men in the upper most quartile, compared with the other quartiles.

### The proportion of males and females in each quartile band

Males and females in the quartile pay bands; upper (U), upper middle (UM), lower middle (LM), lower (L)	Bands	Total no. employees in band	Females (%)	Males (%)
	U	232	59.5	40.5
	UM	233	68.7	31.3
	LM	232	79.3	20.7
	L	233	69.5	30.5

Initial analysis would point to several structural reasons for the pay gap: these include more men in more senior positions, more women in lower paid positions and women making up the majority of the part-time workforce ( part time work tending to be in the lower salary bands). The broad nature of job roles within the council also means there is some obvious occupational segregation – some higher paid professional roles (engineers, surveyors etc.) tending to be male dominated and other lower paid roles (care assistant etc.) tending to be female dominated.

The council will be conducting a fuller analysis of these results and will develop an action plan to look at ways to further reduce the gender pay gap. These will include :

- reviewing our recruitment practices to remove any barriers that might be affecting the applications of women especially for more senior positions,
- addressing gender imbalance in particular roles and encouraging a wider applicant pool

- implementing flexible and SMART working for all aspects of business, where the needs of the service can be met
- mentoring and development schemes.