



2023 Workforce Profile

**Data from 01 April 2022 to 31
March 2023**
Basildon Borough Council

Basildon Centre

01268 533 333

St Martins Square

www.basildon.gov.uk

Basildon

SS14 1DL

TABLE OF CONTENTS

	Page:
1. Executive Summary:	
1.1 Introduction	3
1.2 Data Methodology	3
2. Employee Profile:	
2.1 Headcount and FTE profile	4
2.2 Working Hours profile	12
2.3 Salary profile (including Gender Pay & Ethnicity Pay Gap)	13
2.4 New Starters profile	17
2.5 Leavers profile including turnover	19
3. Recruitment Profile:	
3.1 Applicant and Successful applicant profile	24
4. Executive Summary:	
4.1 Summary of Key Findings	29
4.2 Actions	29

1. Executive Summary

Our Workforce Profile looks at the current workforce as well as reviews data in relation to new starters, applicants, and leavers. The profile also includes our gender pay gap data and this year introduces the ethnicity pay gap data in our aim to be transparent.

We strive to be an inclusive and fair employer and actively encourage people from all protected characteristics to be part of our team owing to the high value we place on individuals skills and talents. The analysis of our workforce by protected characteristics is fundamental to making sure this happens as well as being a useful evidence base to inform our diversity and inclusion objectives. It also underpins the Council's Inclusion and Diversity Strategy 2020-2024 and helps the Council to meet its general equality duty to: eliminate unlawful discrimination; harassment and victimisation; promote inclusion, community cohesion, human rights and celebrate diversity.

In addition, our workforce profile ensures that Basildon Council fulfils its public sector equality duty as written under the 2010 Equality Act. This workforce data is extracted on the date of 31 March 2023.

1.1 Introduction

Basildon is the largest borough in Essex by population and has the fifth highest overall population in the Eastern region (including Unitary Authorities). It covers approximately 42.5 square miles. It is an area of contrast, ranked as the 3rd most deprived of the Essex boroughs according to the 2019 Index of Multiple Deprivation, and ranked 111 of 317 authorities nationally (where 1 is the most deprived), whilst also having one of the strongest economies in the region.



As the demands on public service become ever more complex there will be an increase in the requirement for talented employees with public sector experience, particularly in the London area, and staff at local authorities will be a key source.

Basildon Council's ability to continue to attract and retain high calibre employees capable of delivering its agenda and deeply ambitious programme, particularly during times of financial challenge and significant organisational change is crucial if the Council is to retain its current high performance levels; deliver quality services for local people and continue to transform the Borough.

1.2 Data Methodology

This profile provides an analysis of the size and makeup of the workforce in comparison to the community and includes aspects of recruitment and employment in relation to age, disability, ethnic origin, gender, sexual orientation and religion or belief.

The data is from Basildon's directly employed workforce and excludes agency/interim workers, volunteers, casual workers and consultants unless stated otherwise.

The data used in this document has been taken from the Council’s Human Resource Information System (iTrent). Age, Gender and Pregnancy/Maternity are required as mandatory disclosures from staff for statutory returns. Disability, Ethnicity, Marital Status, Religion, Sexual Orientation and those identifying as transgender are optional and self-declared.

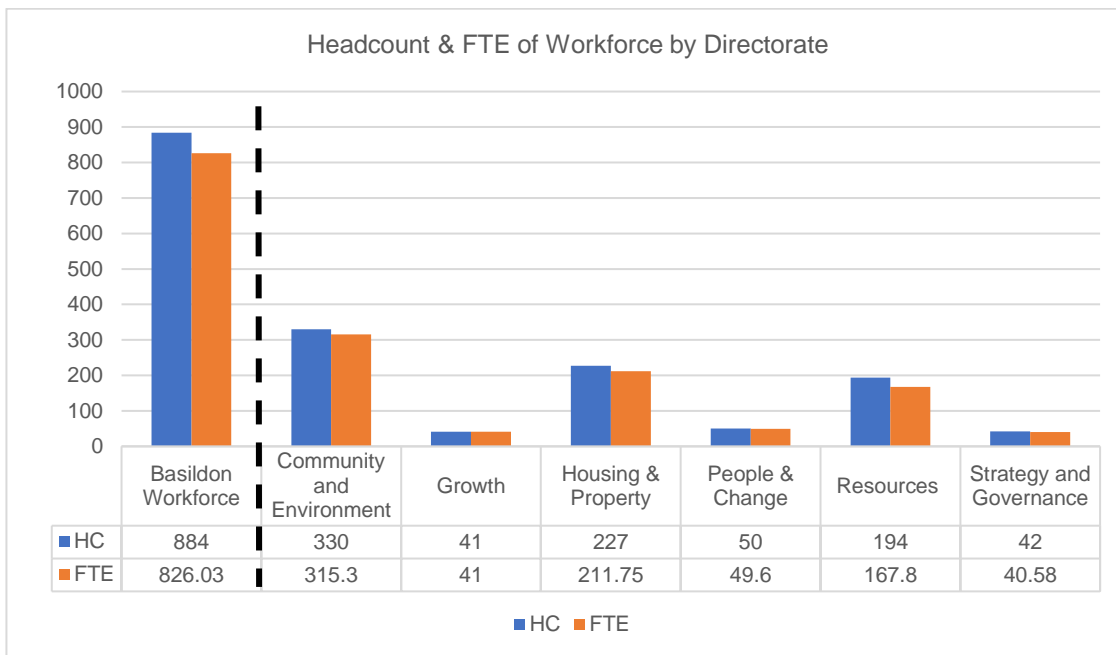
2. Employee Profile

2.1 Headcount and FTE Profile

DEFINITIONS:

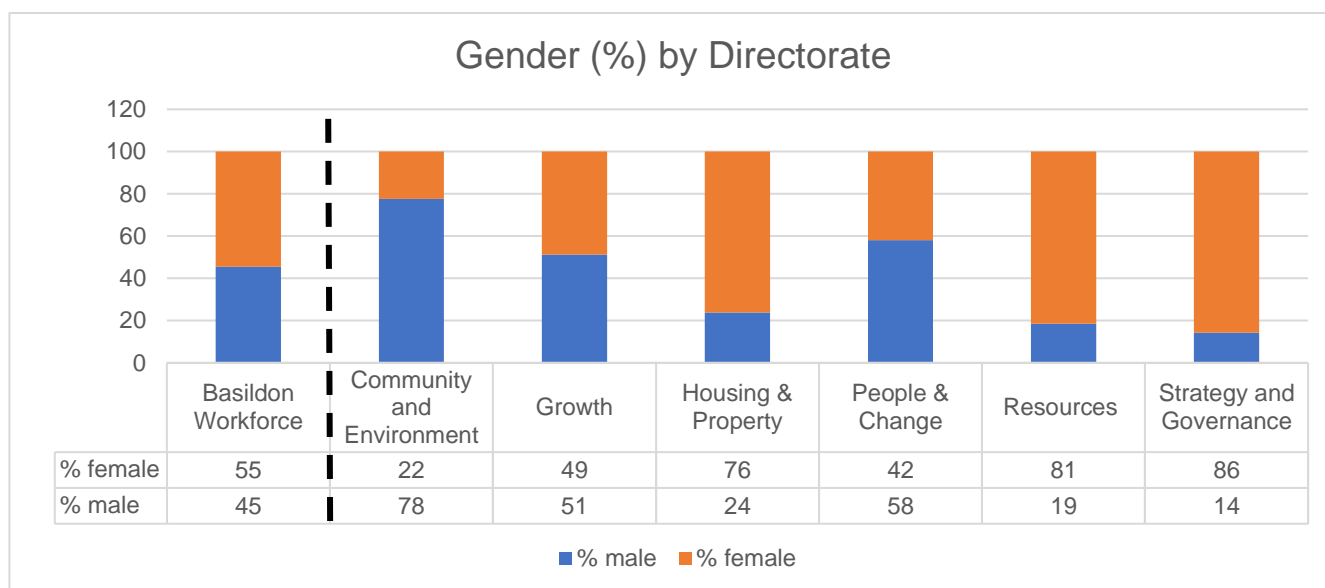
- Headcount is the number of employees within the Council’s workforce. If an employee works in more than one directorate, they will be counted in all directorates that they work in.
- Full time equivalents (FTE) is calculated by dividing the number of contractual hours an employee works each week by the full time hours (36.25)

2.1.1 Total Headcount and FTE by Directorate



As at 31 March 2023, Basildon Council employed 884 individuals; with an FTE of 826.03. Headcount has increased by 30 since 21/22 with the headcount in all directorates increasing with the exception of Resources who have reduced by 3.

2.1.2 Gender by Directorate



There has been no change in the percentage split of male and female employees since 2021/22.

We have members of staff who identify themselves as transgender, however the numbers are too small to report within this profile.

Gender composition of Basildon Workforce and Basildon Borough

The proportion of male and female staff employed by the Council is comparable to the population that resides in the Borough.

Council / Area	Male	Female
Basildon Borough Council	45%	55%
Basildon Borough*	49%	51%

*2021 Census data

2.1.3 Ethnicity by Directorate

Public sector organisations have a duty to consider the need to avoid discrimination and advance equality of opportunity as part of what they do. This is part of the public sector equality duty.

DEFINITIONS:

- Ethnic minorities are the total non-white workforce and comprises of, but is not limited to, employees from the following ethnic backgrounds as defined by gov.uk and as used for the 2021 Census:

Asian or Asian British

- Indian

- Pakistani
- Bangladeshi
- Chinese
- Any other Asian background

Black, Black British, Caribbean or African

- Caribbean
- African
- Any other Black, Black British, or Caribbean background

Mixed or multiple ethnic groups

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other Mixed or multiple ethnic background

Other ethnic group

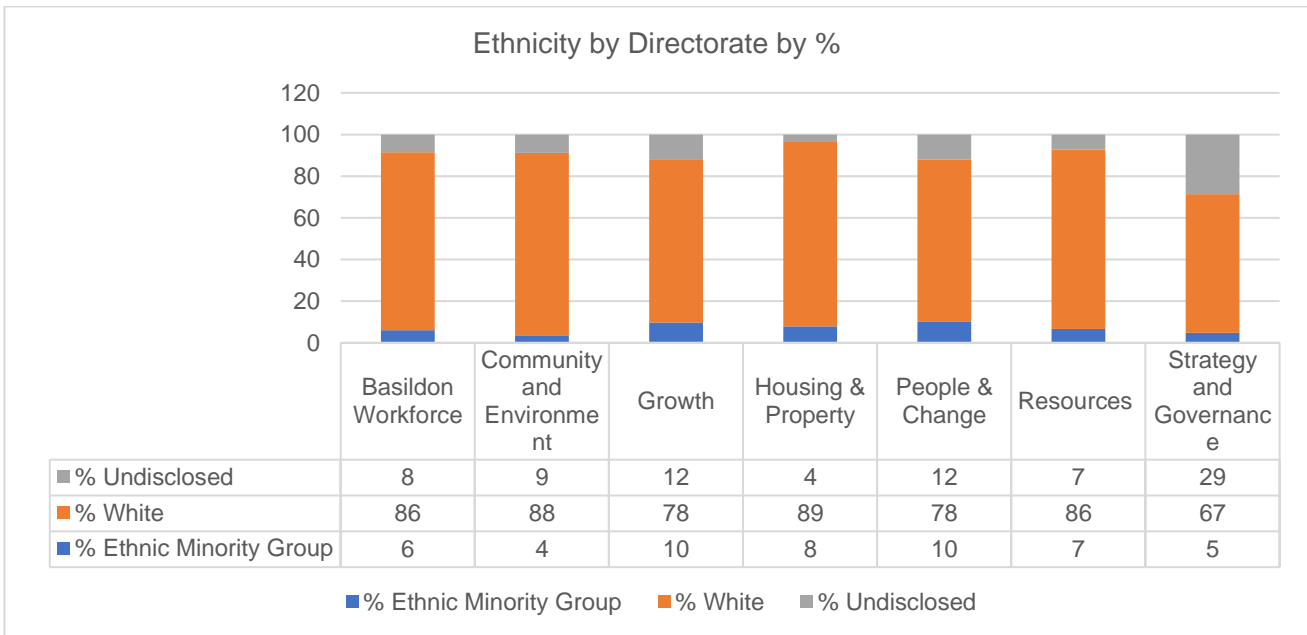
- Arab
- Any other ethnic group

White

- English, Welsh, Scottish, Northern Irish or British
- Irish
- Gypsy or Irish Traveller
- Roma
- Any other White background

In consultation with Unison and colleagues across the Council, the agreed term of ethnic minority groups has been used throughout this report when reporting on ethnicity.

The chart below shows the percentage of our workforce by ethnicity.



The workforce data compared with last 21/22 shows no change in the percentage of employees from ethnic minority groups (6% of the workforce).

Ethnic composition of Basildon Workforce and Basildon Borough

The proportion of staff from White backgrounds in the Council’s Workforce (85%) is slightly lower than the proportion in the Basildon Borough (89%). Staff from ethnic minority groups currently make up 6% of the Council’s Workforce, same as last year (6%) as well as the previous year, and 10% of the Basildon Borough population. This difference may be incorporated in the 8% unknown where staff have not declared or preferred not to state. We are an equal opportunities employer and are committed to recruiting people who are underrepresented in the Council’s Workforce.

Council / Area	BAME	White	Unknown
Basildon Borough Council	6%	86%	8%
Basildon Borough*	10%	89%	1%

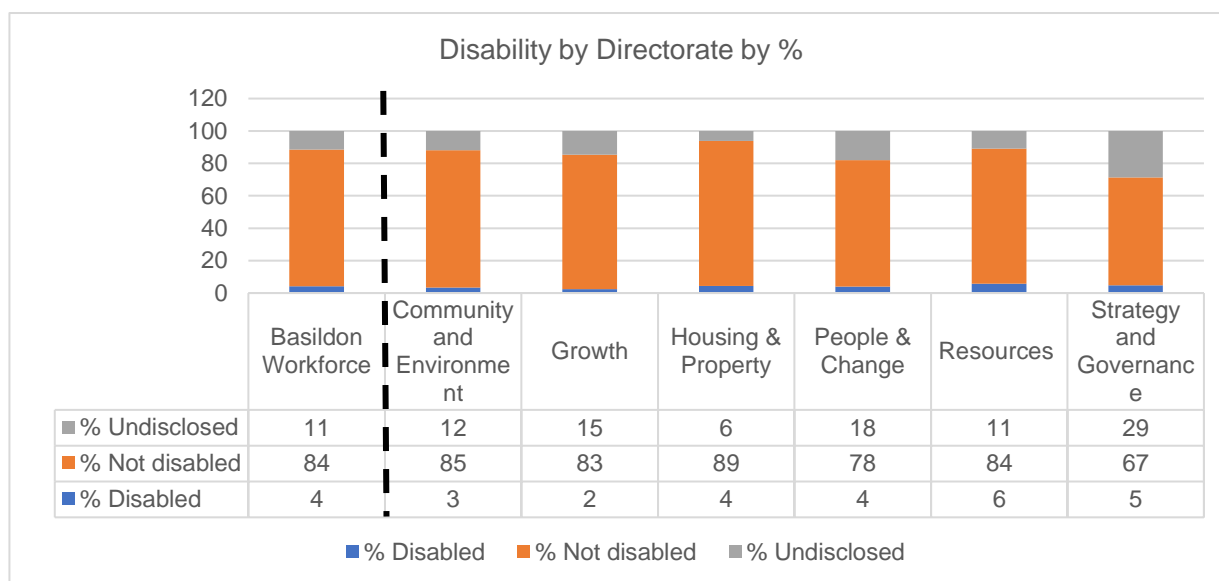
* 2021 Census data

2.1.4 Disability by Directorate

DEFINITIONS:

- Under the Equality Act 2010, the Act defines a disabled person as a person with a disability. A person has a disability for the purposes of the Act if he or she has a physical or mental impairment and the impairment has a substantial and long-term

adverse effect on his or her ability to carry out normal day-to-day activities.



Disability composition of Basildon Workforce and Basildon Borough

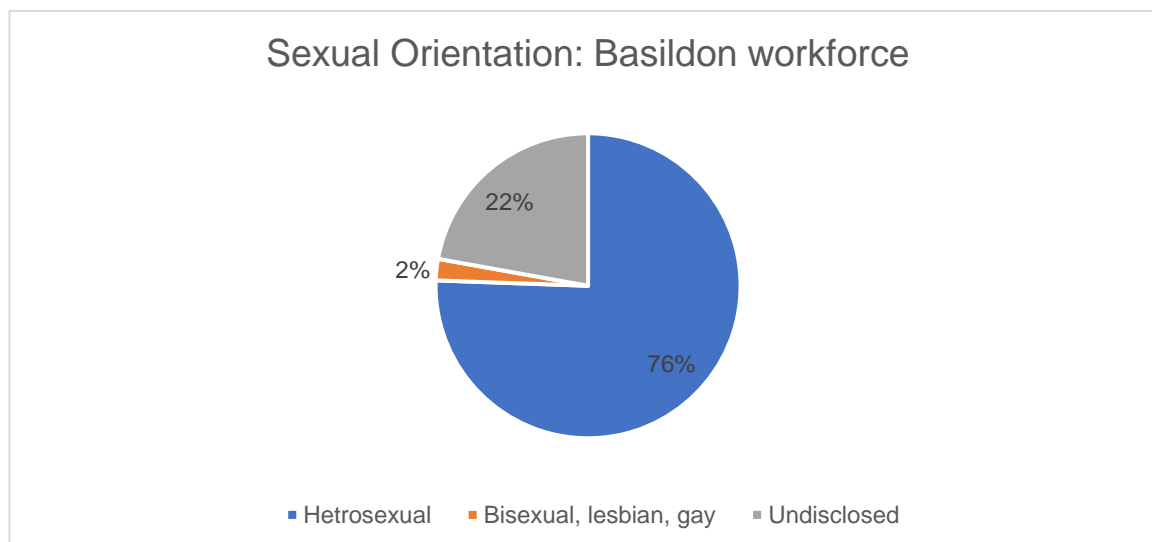
4% of the council workforce have declared a disability which is the same percentage as the previous year (21/22). 11% of the organisation have not declared their disability status. Although this is an optional disclosure, the Council encourages staff to declare any disabilities they may have so that they can be fully supported throughout their employment.

Council / Area

Basildon Borough Council	4%	84%	11%
Basildon Borough*	16%	84%	0%

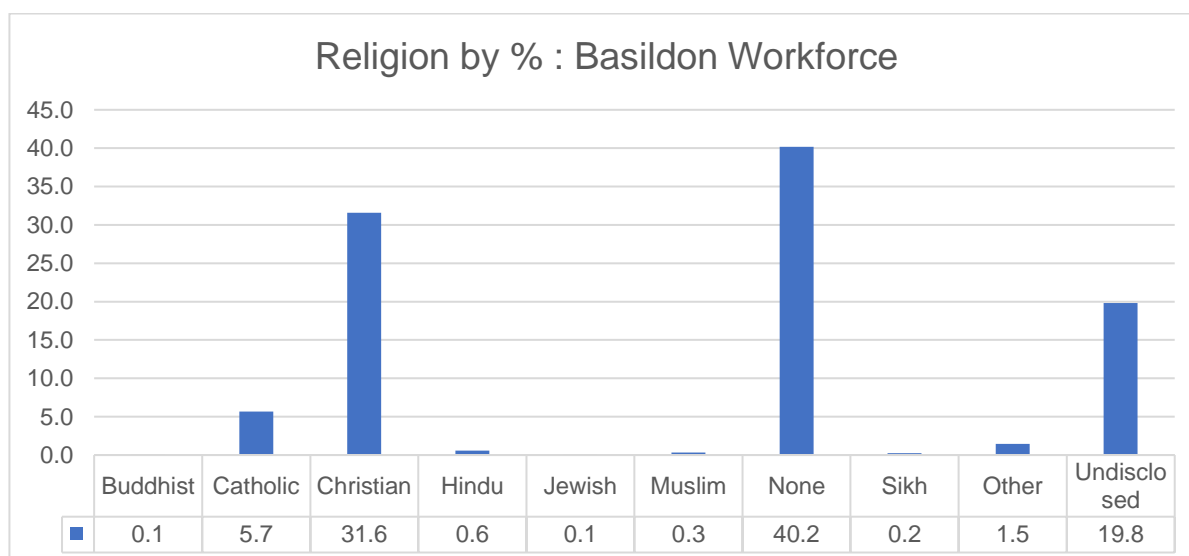
*2021 Census data

2.1.5 Sexual Orientation – Basildon Workforce



Sexual orientatation remains unchanged since 21/22 with 2% disclosing their sexual orientation as bisexual, lesbian or gay. 22% have not disclosed their sexual orientation (compared with 24% last year).

2.1.6 Religion breakdown by Basildon Workforce



There have been no significant changes since 2021/22 with regards to the religious make-up of the workforce with “none/ no religion” being the largest percentage.

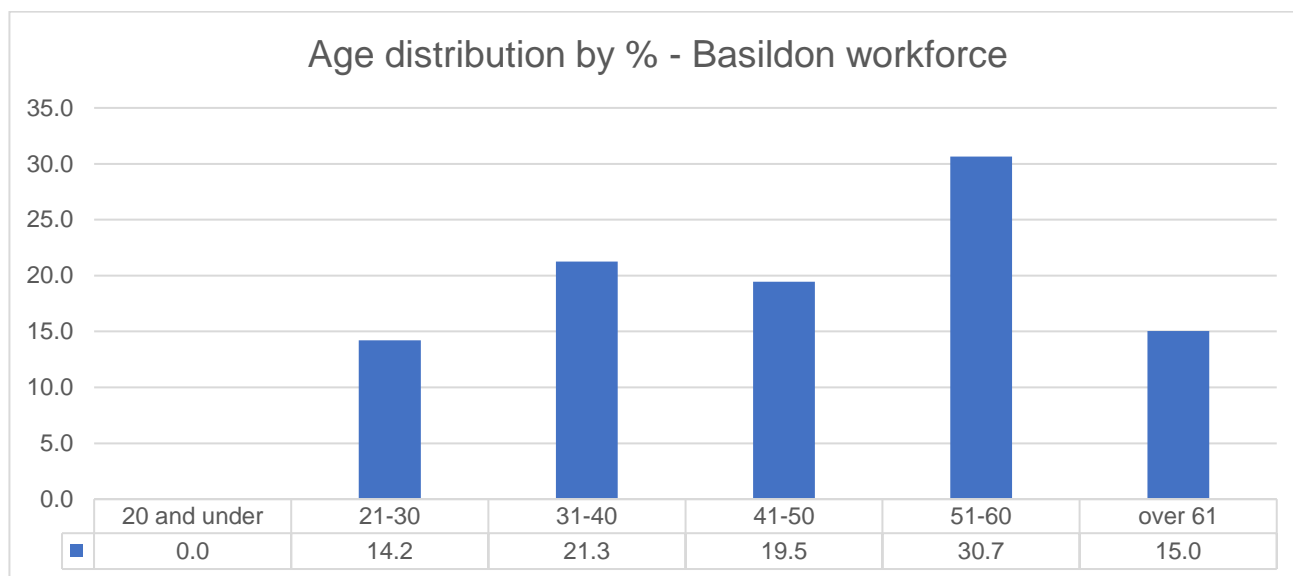
Religion composition of Basildon Workforce and Basildon Borough

The proportion of staff in the Council’s workforce who have no religion (40.2%) is reflected by those in the Borough (44%). The largest religious group in the workforce is Christian (31.6%) and reflected by those in the Borough (47%) as the largest religious group.

Council / Area	Buddhist	Catholic	Christian	Hindu	Muslim	Sikh	None	Other	Unknown
Basildon Borough Council	0.1%	5.7%	31.6%	0.6%	0.3%	0.2%	40.2%	1.5%	19.8%
Basildon Borough*	0.3%	0.2%	47%	1.2%	1.8%	0.2%	44%	0.4%	5%

*2021 Census data

2.1.7 Age breakdown by Basildon Workforce



In comparison with last year (21/22) there are no significant differences although it should be noted that no staff fall within the 20 and under category (was 1% last year). In addition, the percentage of employees who are 61 or over has increased from 14 to 15%. This has identified that the Council will need to ensure there is in place relevant succession plans and encourage younger workers to join us. The Council currently provides a Graduate scheme, Apprenticeship / Higher Apprenticeship and career development schemes to encourage young people to work within the Local Government Sector to help address this.

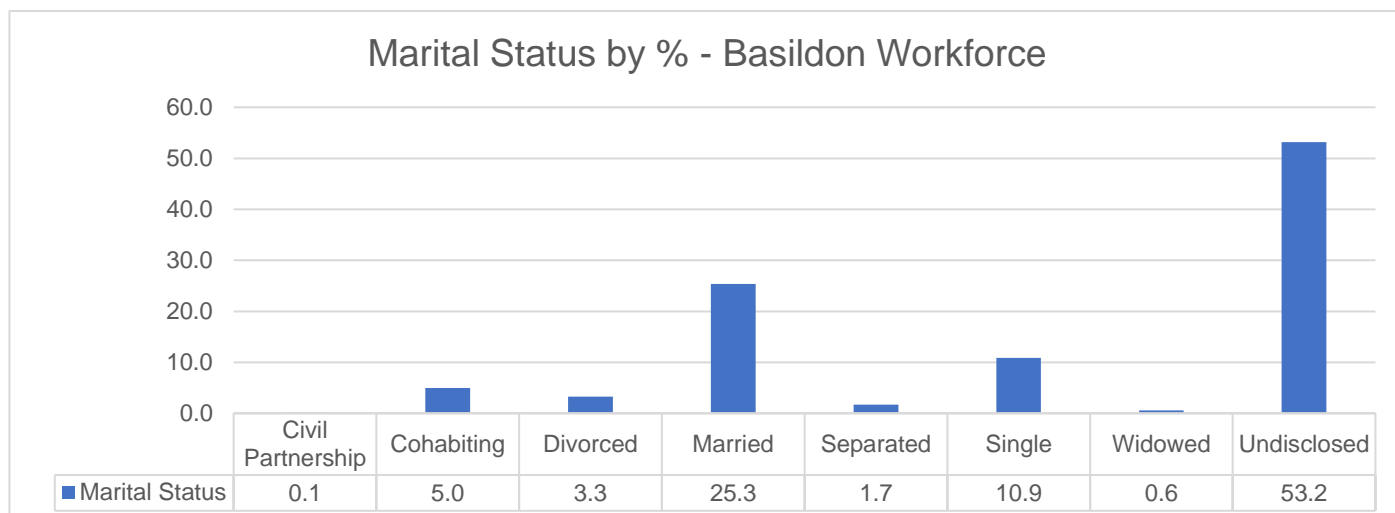
Age composition of Basildon Workforce and Basildon Borough

The Council's Workforce has an older age profile than the Basildon Borough and the borough has 25% of its population under 20 which is the most significant difference. This is expected as many people within this age group are in some form of education or training. The Council currently provides apprenticeships and trainee opportunities to encourage young people to work with us.

Council / Area	Under 20	21-30	31-40	41-50	51-60	Over 61
Basildon Borough Council	0%	14.2%	21.3%	19.5%	30.7%	15%
Basildon Borough*	25%	12%	14%	13%	13%	23%

* 2021 Census data

2.1.8 Marital Status

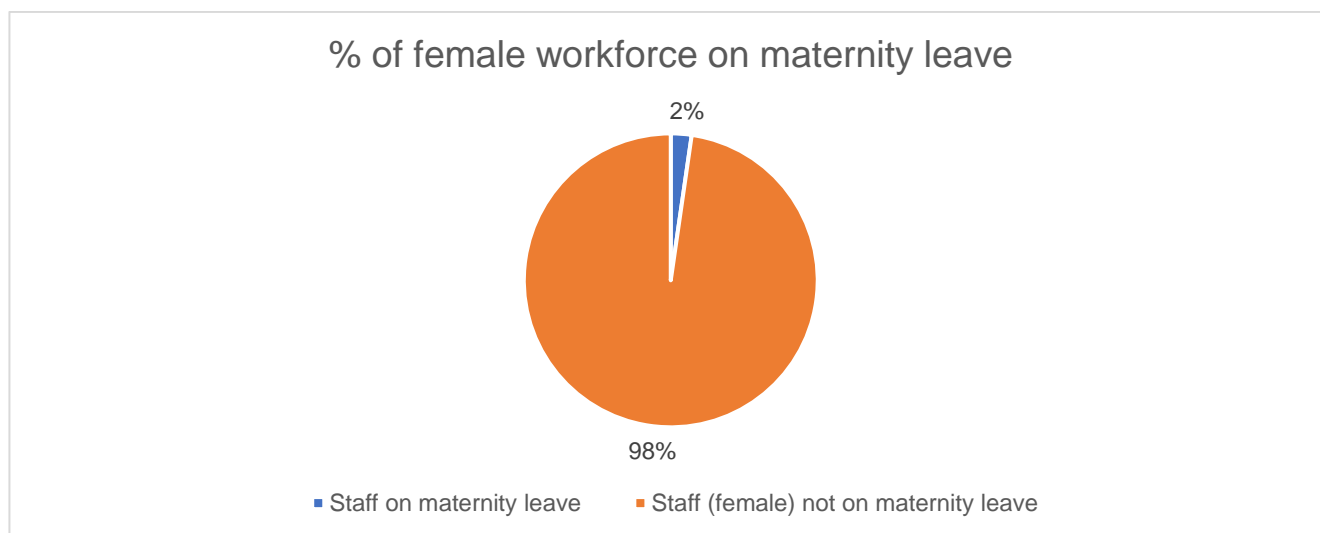


There were no significant changes in marital status of the workforce since the last report (21/22). Over half of employees have not disclosed their marital status.

2.1.9 Pregnancy/ Maternity

DEFINITION:

- Those employees who were pregnant and on maternity leave receiving statutory maternity pay during 22/23.



There has been a slight reduction in the percentage of staff on maternity leave for the year 22/23 compared with 21/22; has fallen from 3.4% to 2%.

2.2 Working Hours Profile

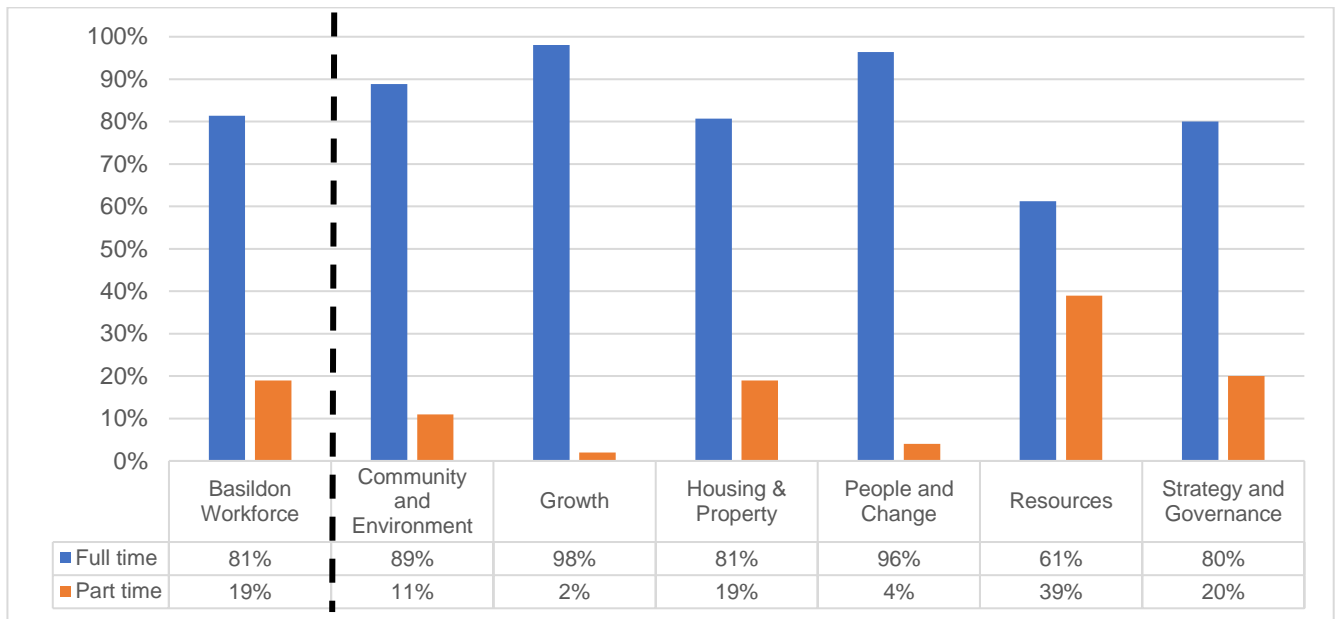
This section shows the Council's working hours composition.

DEFINITION:

- A full time employee is contracted to work 36.25 hours per week. Any employee

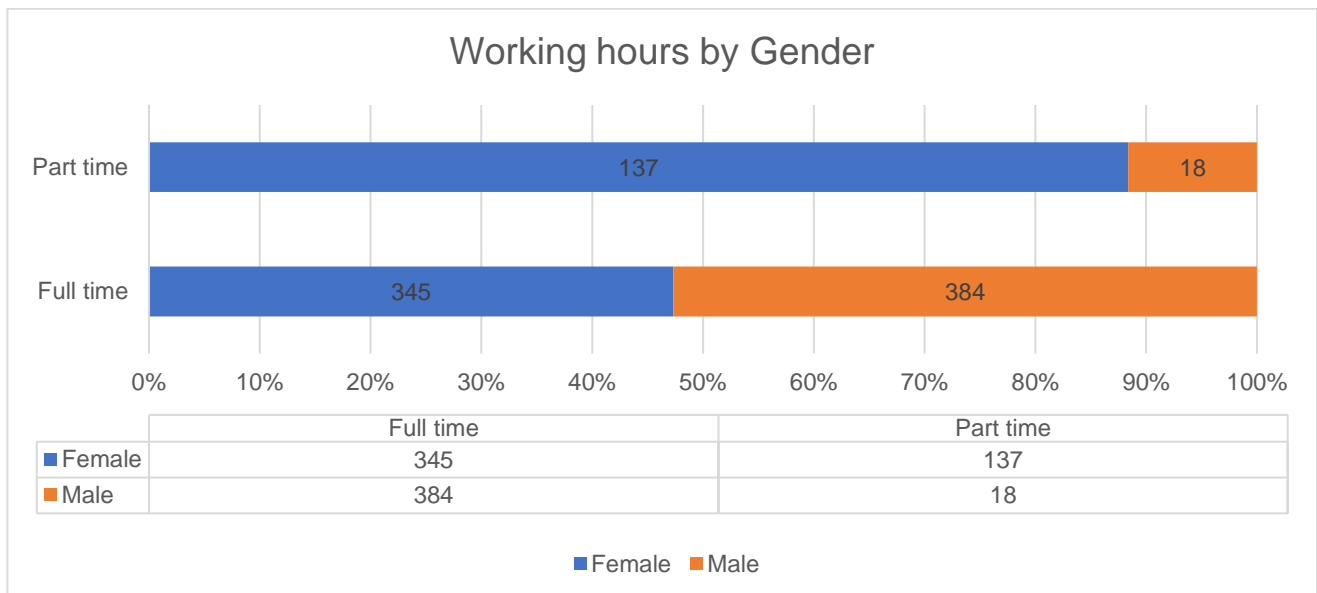
contracted to work less than this is considered part time.

2.2.1 Working Hours Basis by Directorate



81% of all our workforce work full time with 19% working part time. The highest number of part time employees work within the Resources directorate.

2.2.2 Working Hours Basis by Gender



This shows that 88% of all part time workers are female compared with 12% male. The proportion of males that work part time is 4.5% compared with 28.5% of females.

2.3 Salary Profile

This section analyses the Council’s salary and grade distribution across the workforce.

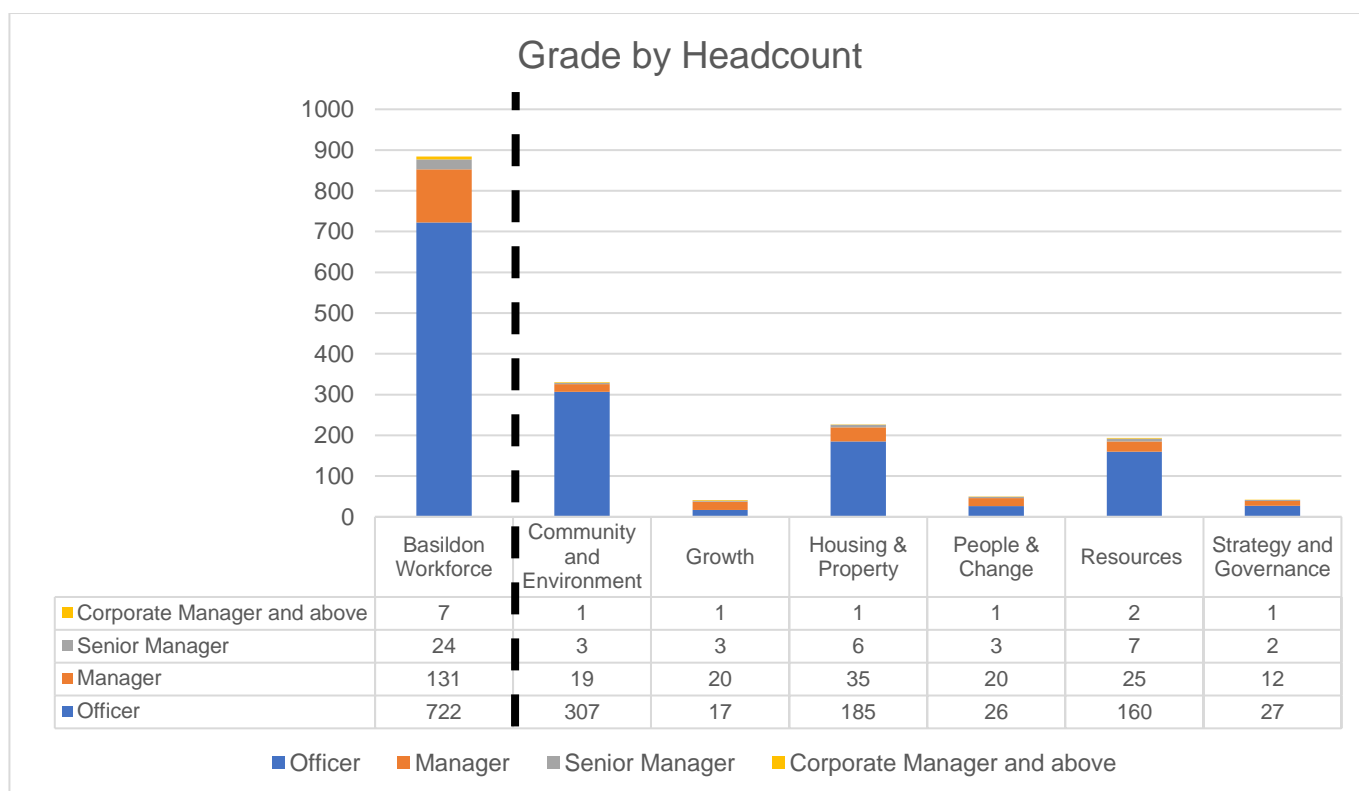
DEFINITION:

- Bands; the Council uses a variety of salary bands to grade its positions. To enable more meaningful analysis for this profile, we have used the following grade categories based on the salary ranges indicated:

Grade Category	Grade Range	Salary Range Per Annum
Officer	Band 1 to 7	Up to £38,296
Manager	Band 8 to 12	Up to £65,131
Senior Manager	SE1 to SE3	Up to £80,343
Corporate Manager and above	CM1 to CEO	£98,206 and Above

2.3.1 Grade by Headcount

The chart below shows a breakdown of each service by grade.



2.3.2 Gender Pay Gap

Table 1

Difference between males and females		
	Mean	Median
Hourly pay	2.45% (1.90)	0% (0)
Bonus pay	-18.14% (27.26)	-9.53% (39.51)

The gender pay gap measures the difference between average hourly earnings (excluding overtime) of men and women as a proportion of men's average hourly earnings (excluding overtime). It is a measure across all jobs in the UK, not of the difference in pay between men and women for doing the same job. As an employer with over 250 employees, it is a requirement for us to publish our gender pay gap each year.

The above table 1, shows our mean and median gender pay gap based on hourly rates of pay as at the snapshot date (31st March 2023). It also captures the mean and median difference between bonuses paid to males and females in the year up to 31st March 2023. The figures in brackets and in red relate to 2021/22.

To note:

- A positive percentage shows that women have lower pay or bonuses than men in your organisation.
- A negative percentage shows that men have lower pay or bonuses than women in your organisation.
- A zero percentage shows that there is equal pay or bonuses between men and women in your organisation.

In comparison to last year (1.90%) the Council now has a gender pay gap of 2.45%. Although this has slightly increased since last year, it is worth noting the Office National Statistics quotes an average gender pay gap of 8.3% across organisations in the UK. For bonus payments, the gender pay gap is more favourable to females.

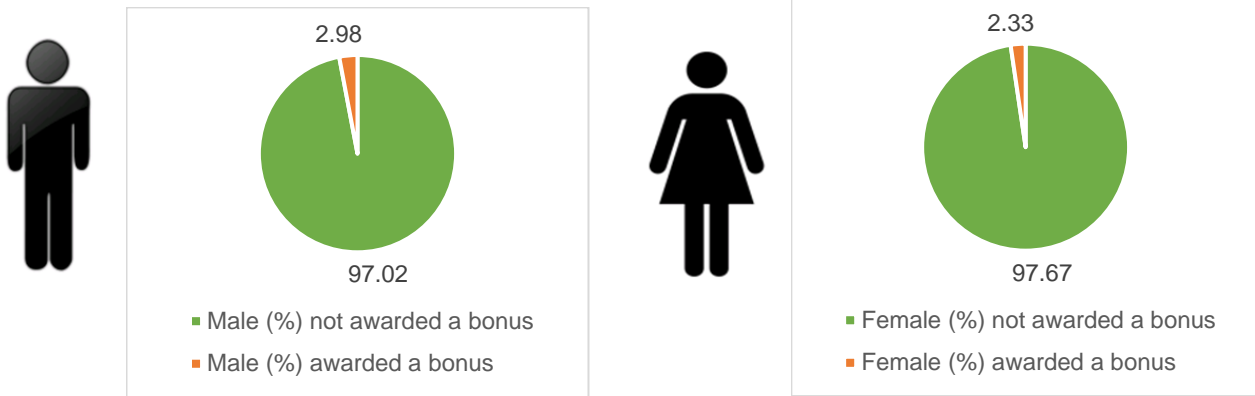
The Council continues to apply a series of positive initiatives which include:

- Adherence to Single Status agreement, including job evaluation and review of terms and conditions of employment
- Fixed pay scales within banding structure and no use of spot salaries
- Pay progression limited by pay band

Proportion of employees awarded a bonus:

Chart 1a

Chart 1b



This shows a 0.65% difference between the number of males and females awarded a bonus for their performance in 2023 (2022: 1.04%).

When looking at our bonus gap illustrated by Table 1 and Charts 1a and 1b above, there has been an increase in the mean and no change in the median figure in comparison to last year. For bonus payments the pay gap is in favour of females for both the mean and median.

2.3.3 Pay Quartiles

Pay Quartiles				
	Lower	Lower Middle	Upper Middle	Upper
Male	57.5% (55)	38.8% (44.5)	39.3% (34.5)	48.4% (47.7)
Female	42.5% (45)	61.2% (55.5)	60.7% (65.5)	51.6% (52.3)

Table 2

Table 2 above illustrates the gender distribution in four equally sized quartiles as at the snapshot date (31st March 2023) and compares with last year (figures in red and in brackets). There is now a slightly lower percentage of females in the lower quartile compared with last year; however this has been a slight decrease in the percentage of females in the upper quartiles. We remain confident that men and women are paid equally for doing equivalent jobs across the organisation based on the Single Status framework and Basildon Council's fixed pay scales.

2.3.4 Ethnicity Pay Gap

As part of the Council's commitment to inclusivity and diversity and for reasons of transparency, for 22/23, we have included the ethnicity pay gap. Although not a legal requirement to publish, the Council is committed to identifying any potential issues with regard to pay differences between white and ethnic minority employees.

Difference between white and ethnic minority groups		
	Mean	Median
Hourly Pay	0%	0%
Bonus Pay	-1.68%	9.53%

Table 3

This shows that across the workforce there is no ethnicity pay gap between ethnic minority and white staff. With regards to bonus payments, the pay gap in the mean bonus payment is favourable to ethnic minority staff, but is less favourable when calculating the median. This is owing to the range of payments being smaller for ethnic minority staff.

Proportion of employees awarded a bonus:

Chart 3a

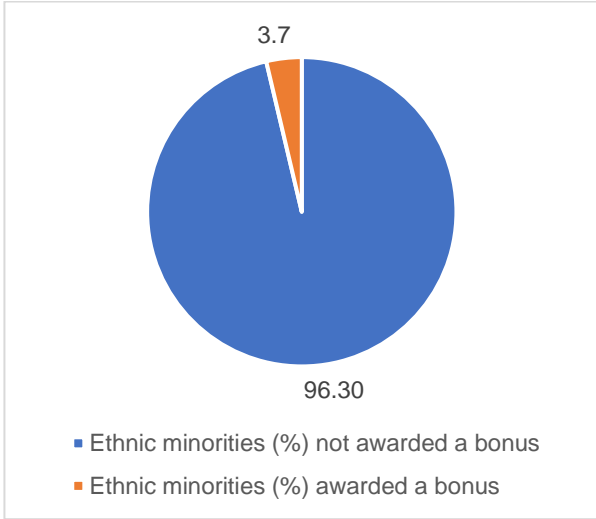
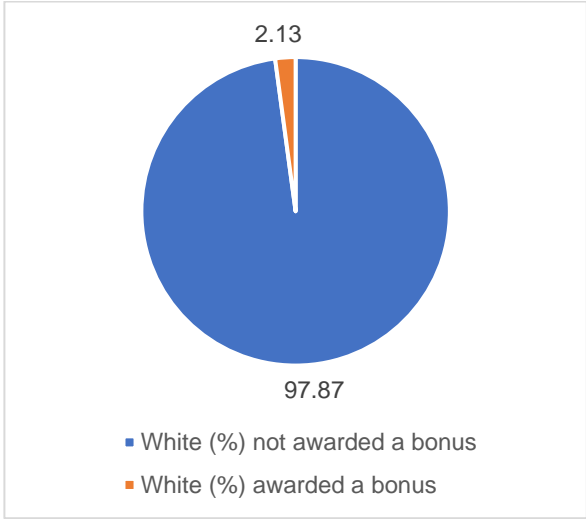


Chart 3b



This shows a 1.57% positive difference between the number of ethnic minority and white staff awarded a bonus for their performance in 2023 with 3.7% of all ethnic minority employees receiving a bonus payment compared with 2.13% of white employees.

2.3.5 Pay Quartiles

Pay Quartiles				
	Lower	Lower Middle	Upper Middle	Upper
White	86%	85%	88%	83%
Ethnic Minorities	5%	7%	6%	6.5%
Undisclosed	9%	8%	6%	10.5%

Table 4

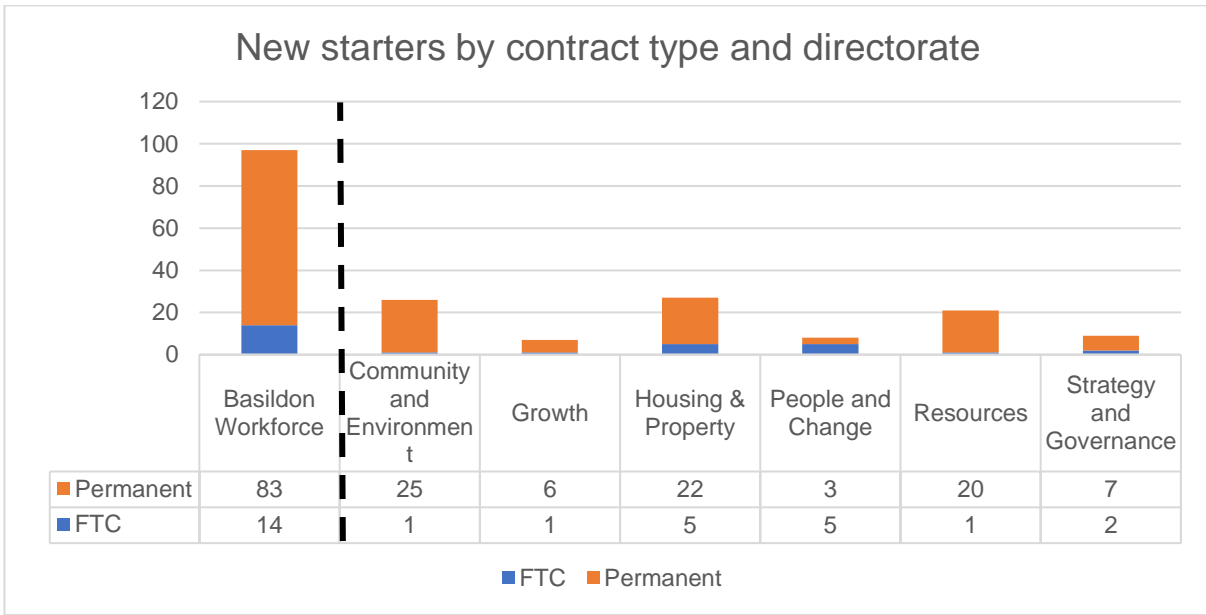
Table 4 above illustrates the ethnicity distribution in four equally sized quartiles as at the snapshot date (31st March 2023). This illustrates that the proportion of ethnic minority staff remains consistent across all four quartiles, with the lowest proportion being in the lower quartile (5%) and the highest proportion being in the lower middle quartile (7%). We remain confident that all staff regardless of their ethnic origin are paid equally for doing equivalent jobs across the organisation based on the Single Status framework and Basildon Council’s fixed pay scales.

2.4 New Starters Profile

This section shows the breakdown for new employees at the Council between 01 April 2022 and 31 March 2023. This includes new starters on permanent and fixed term contracts of which there were 97. In addition, there were 37 casual new starters.

The table below show the number of new starters by directorate.

2.4.1 New Starters by contract type and directorate

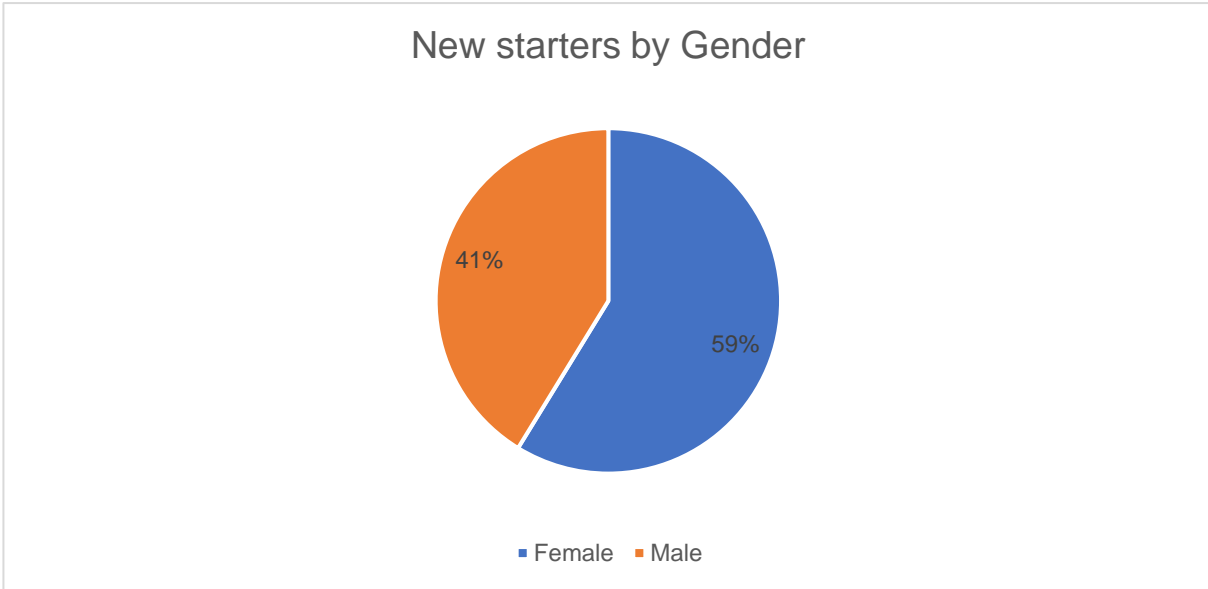


There were 83 new permanent starters and 14 starters on a fixed term contract. Fixed term contracts are normally offered to cover specific funded projects, maternity or long term

absence or where there is a genuine objective reason for a post to be fixed term. Apprentices have also been included as fixed term for the purposes of this report.

2.4.2 New starters by Gender

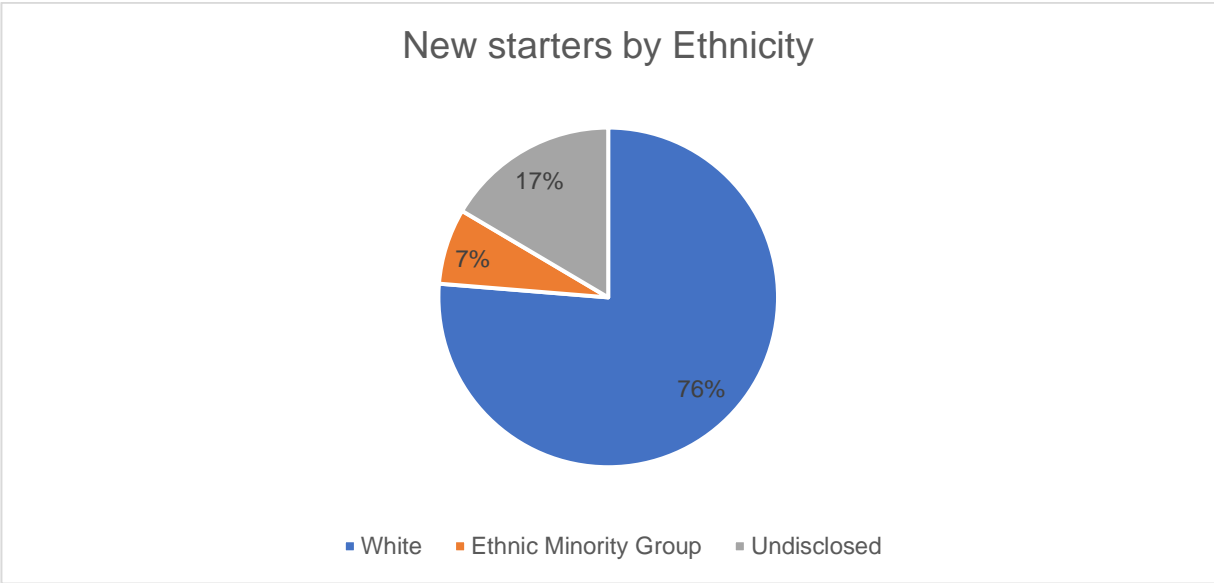
Of the 97 new starters between 22-23, 59% were female compared with 51% in 21/22.



2.4.3 New starters by ethnicity

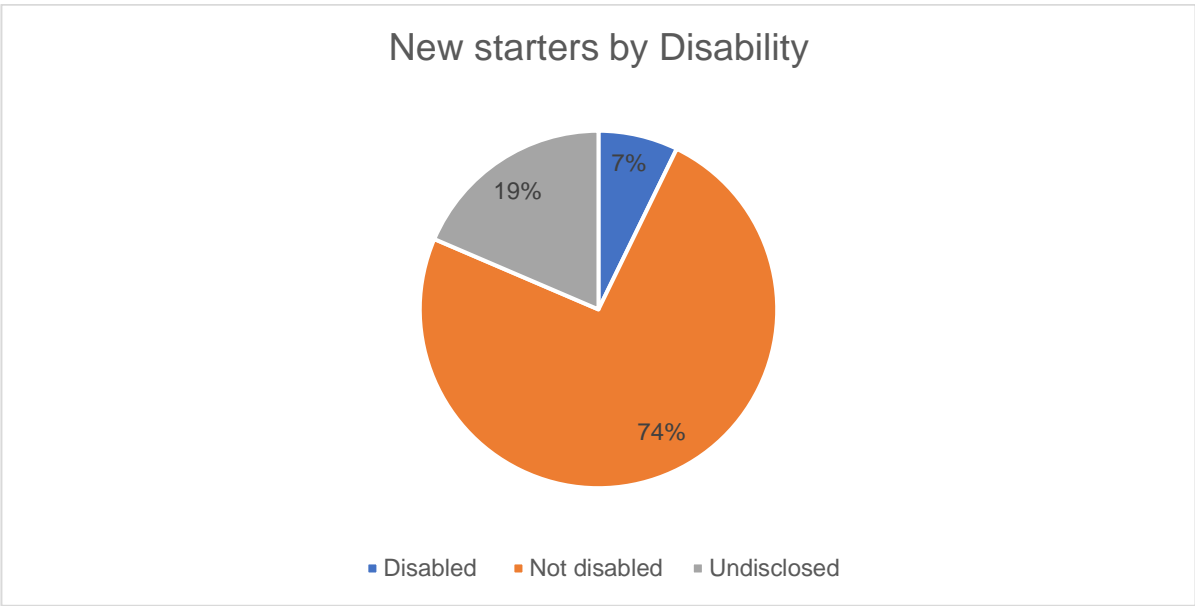
Of the 97 new starters in 22/23, 7% were from an ethnic minority group compared with 14% in 21/22. It should however be noted that those who did not disclose increased from 6% to 17%. Work is on-going to try and encourage new employees to record all their personal information on I-Trent so we expect this to improve. The Council is currently reviewing its recruitment process which will include a review of how we can best attract a representation of candidates from diverse backgrounds. It should be noted that 6% of the workforce are

from an ethnic minority group therefore the new starter percentage (7%) of ethnic minority groups is encouraging.



2.4.4 New starters by Disability

7% of new starters in 22/23, declared a disability. This has increased from 4% in 21/22. The Council has recently renewed its Disability Confident status so is encouraging that this figure has improved.

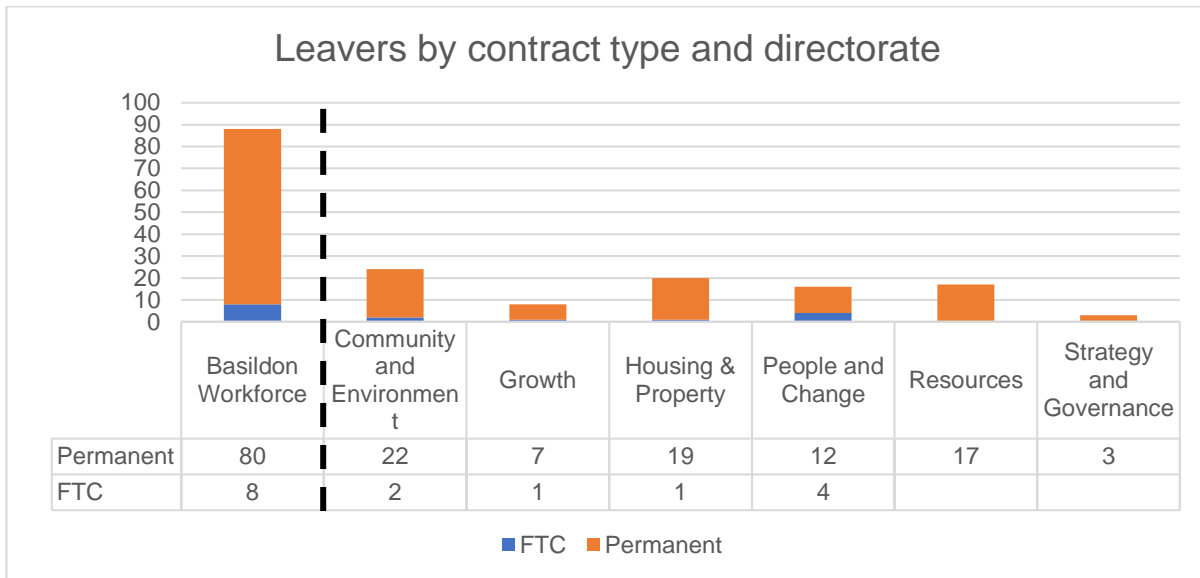


2.5 Leavers Profile

This section shows the breakdown of employees leaving the Council’s employment within the period 01 April 2021 to 31 March 2022. This includes staff in multiple employments. There were 88 leavers in 22/23 and in addition there were 25 casual

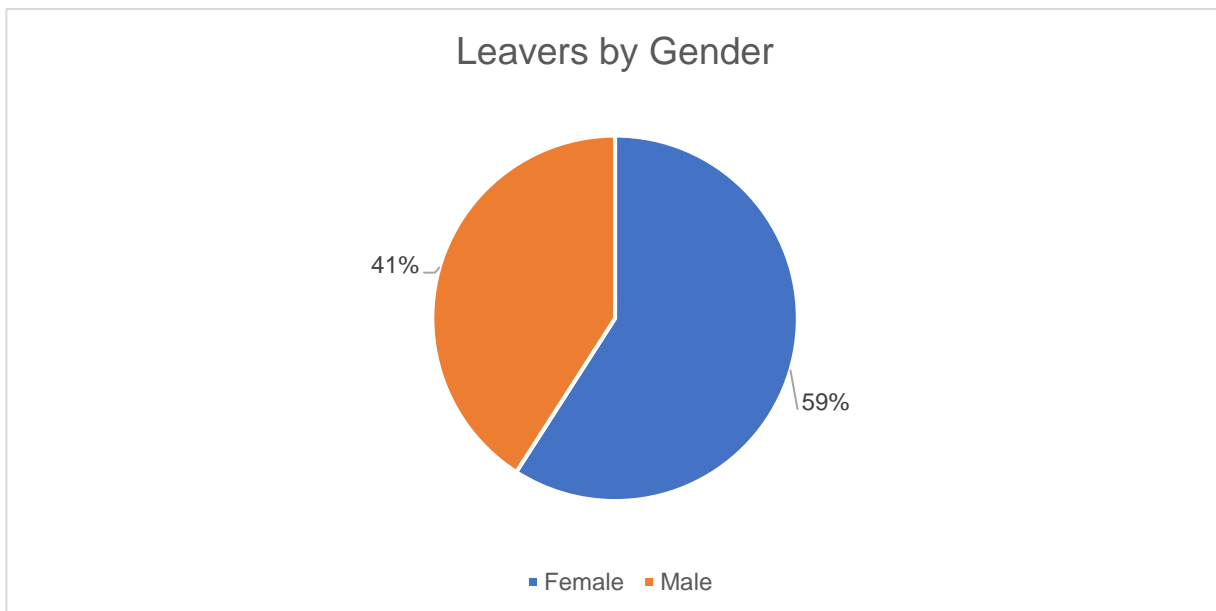
leavers including 13 who were removed from the payroll as had not worked for over 13 months.

2.5.1 Leaver Totals by Directorate and contract type



2.5.2 Leavers by Gender

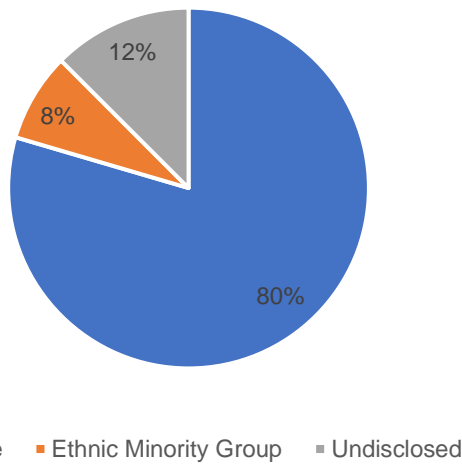
The chart below shows that of all leavers, 59% were female (57% in 21/22) and 41% were male (43% in 21/22).



2.5.3 Leavers by Ethnicity

The chart below shows that 80% of all leavers (excluding casuals) were White, (81% in 21/22) 8% from ethnic minority groups (4% in 21/22) and 12% had not disclosed their ethnicity (15% in 21/22).

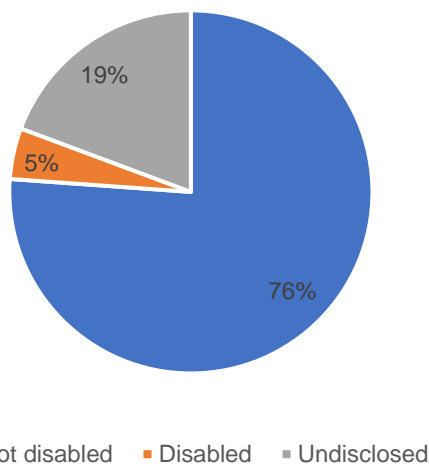
Leavers by Ethnicity



2.5.4 Leavers by Disability

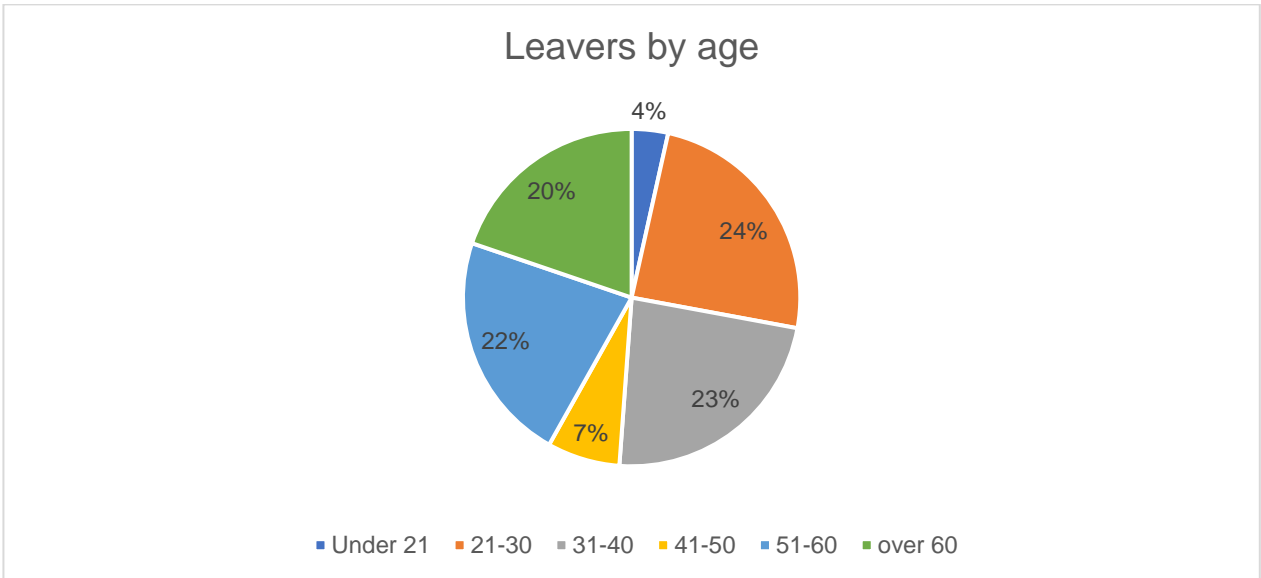
The chart below shows in 22/23, of the 88 leavers, 76% did not disclose a disability (compared with 74% in 21/22), 5% did disclose a disability (compared with 8% in 21/22) and 19% of all leavers did not disclose whether they had a disability (compared with 18% in 21/22).

Leavers by Disability



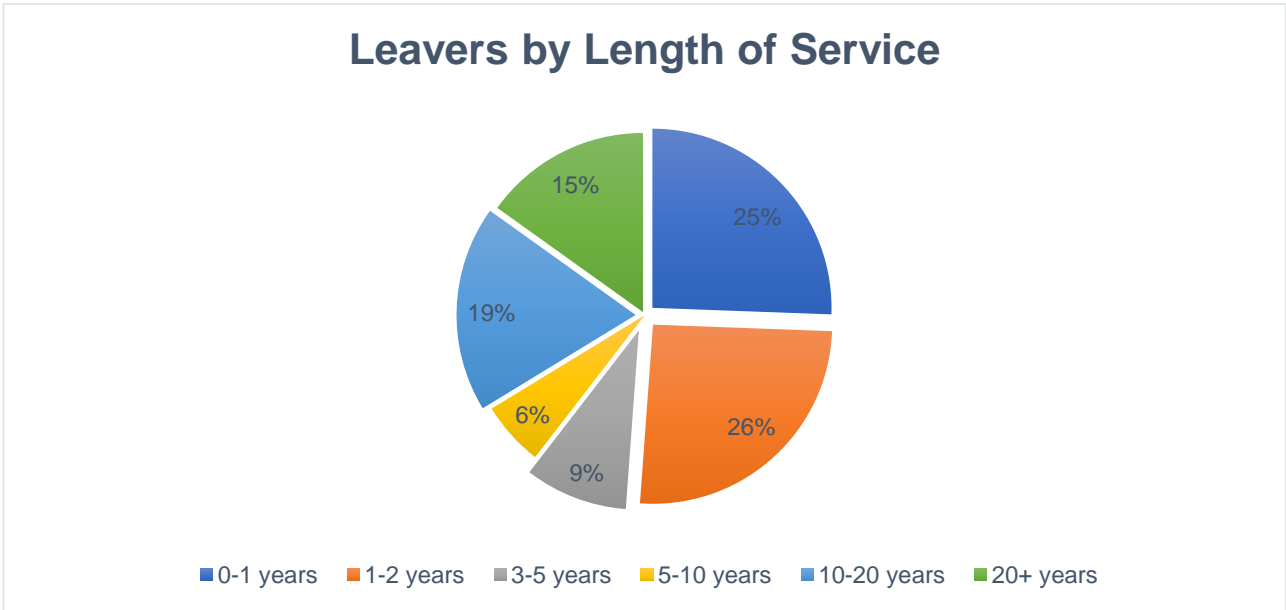
2.5.5 Leavers by Age

The chart below shows leavers by age and illustrates that of all leavers, 7% were aged 41-50 and 4% were under 21. The majority of leavers were aged between 21-40 (47%). In 2021-22, the majority of leavers were over 61 (31%) potentially illustrating that people are working longer.



2.5.6 Leavers by Length of Service

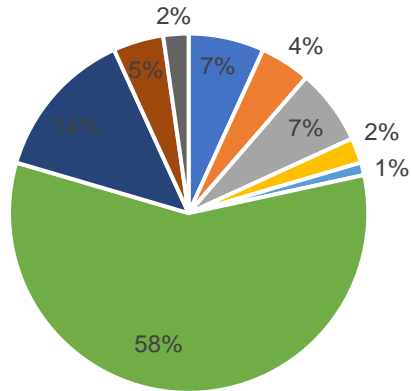
The chart below shows that half of all leavers had under 2 years service. It is recommended that exit interviews are undertaken to drill down on the reasons as to why staff are not staying. It should be noted that 34% of leavers had over 10 years service. In 21/22 the highest percentage of leavers had 6-10 years service.



2.5.7 Leavers by Reason for Leaving

The chart below shows reasons for leaving with 58% of staff resigning (compared with 57% in 21/22) and 14% left owing to retirement (compared with 25% in 21/22).

Leavers by Reason

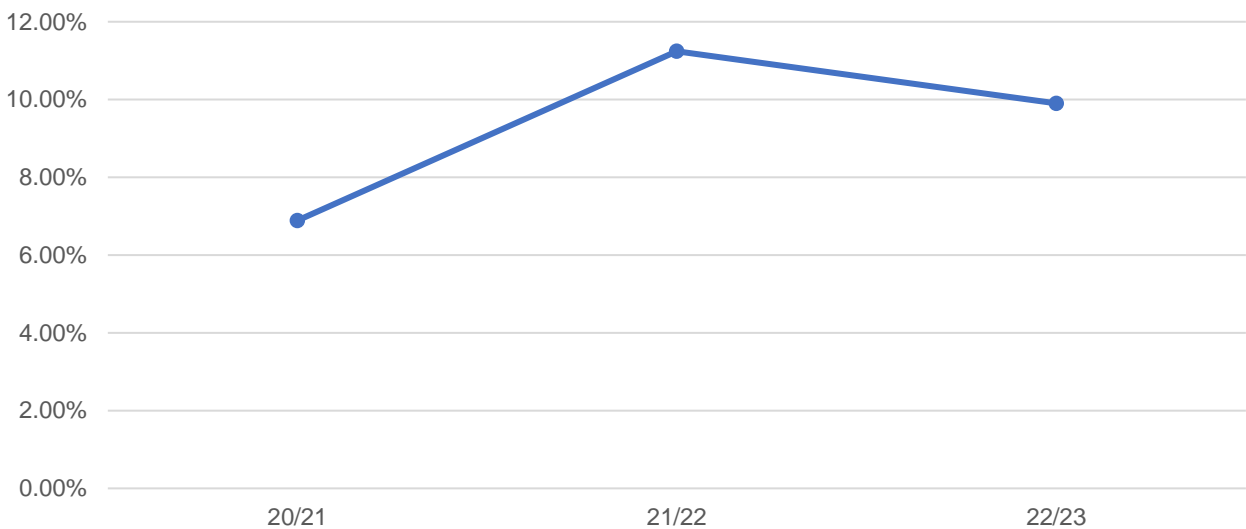


- Fixed term Contract End
- Deceased
- Dismissed
- Other reason
- Redundancy
- Resigned
- Retirement
- Retirement - Early
- Retirement - Ill Health

2.5.8 Turnover

The staff turnover for 22/23 was 9.9% compared with 11.24% in 21/22 and 6.89% in 2020/21.

Turnover since 2020/21 to date



3. Recruitment Profile

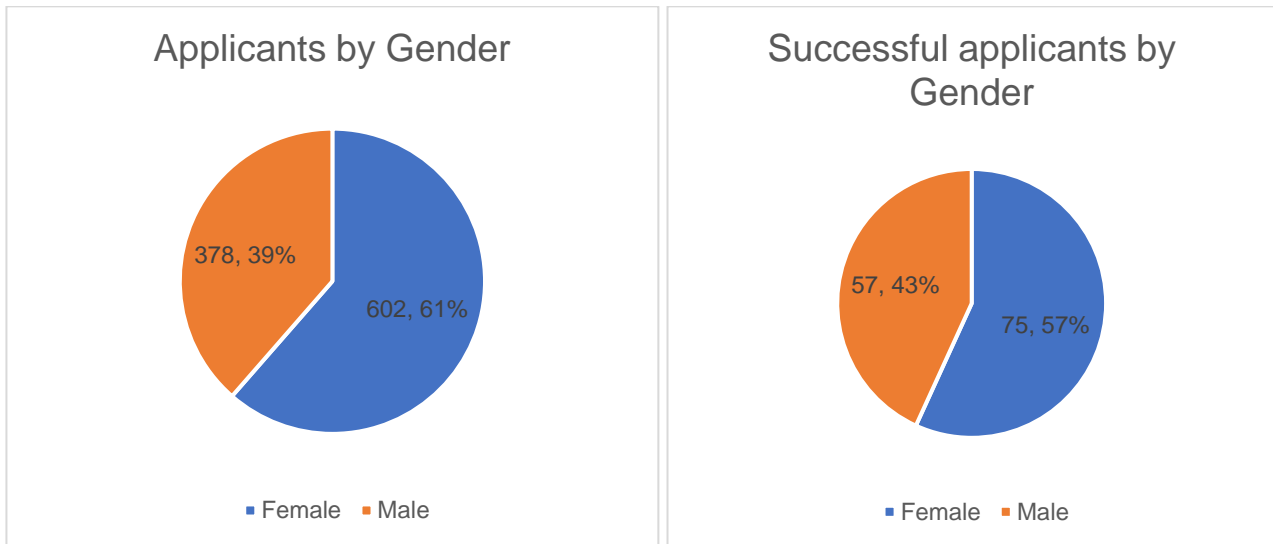
This section provides the profile of applicants for positions advertised at the Council between 01 April 2022 and 31 March 2023 and compares the applicant data with successful applicant data to highlight any significant differences.

3.1 Applicant Profile

Between 01 April 2022 and 31 March 2023, there were 980 applications for 183 advertised positions within the Council compared with 776 applications for 155 jobs in 21/22, an average applicant rate of 5 per job. Between the same period there were 132 job offers made which includes internal moves and external appointments and where some positions had more than one successful applicant. For the purposes below, successful applicants are those who were successful at interview.

3.1.1 Applicants/ Successful applicants by Gender

61% of all applicants were female compared with 39% that were male. This is comparable with last year (63% female/ 37% male).

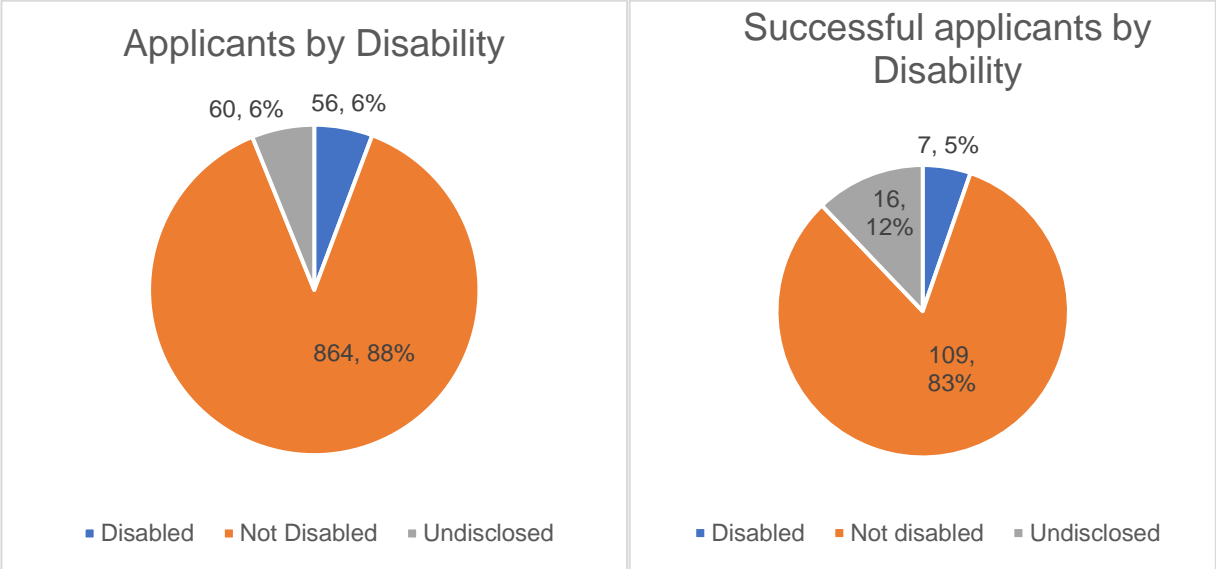


There is no significant differences between the gender of applicants to those that are successful. 61% of all applicants were female and 57% of all successful applicants

were female. This is also comparable to the overall workforce where 55% of all employees are female, 45% male.

3.1.2 Applicants/ Successful applicants by Disability

6% of all applicants declared a disability and 6% did not disclose their disability status. In 2021/22, 4% of applicants declared a disability and 9% chose not to disclose.

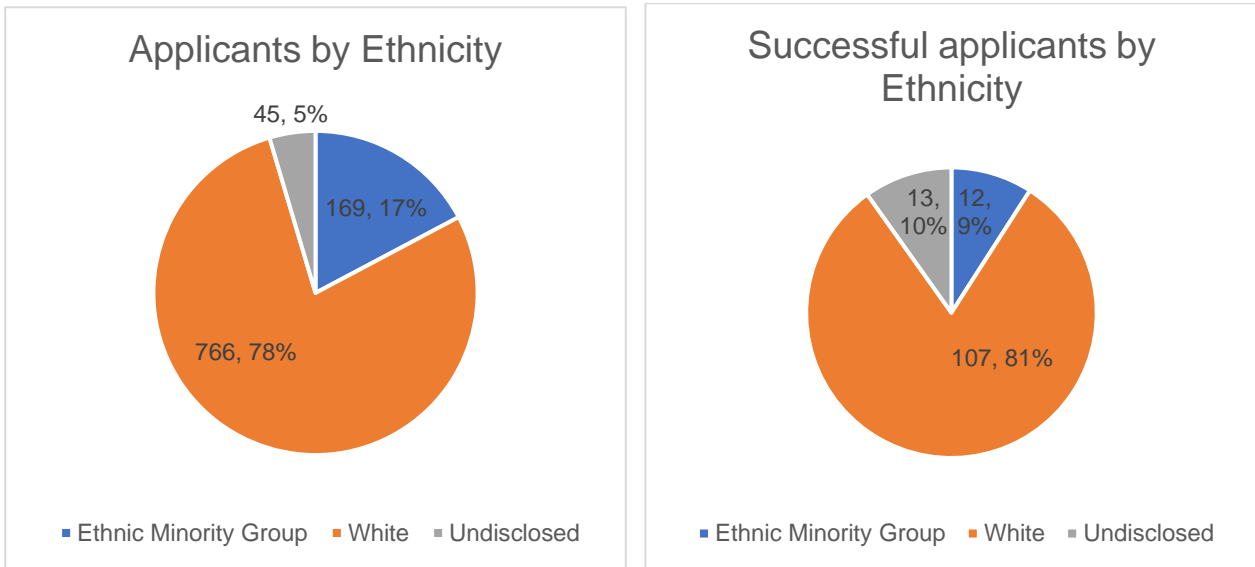


There were no significant differences between those successful and those who applied in terms of disability disclosure. 6% of applicants declared a disability and 5% of appointed candidates disclosed a disability.

It is pleasing to note that the number of applicants willing to disclose has improved. However, the percentage of disabled applicants in the workforce is 4% therefore is 2% lower than the percentage of applicants. This year (2023) we have regained our Disability Confident status and information regarding an applicants sensitive information is not disclosed to a hiring manager prior to shortlisting.

3.1.3 Applicants/ Successful applicants by Ethnicity

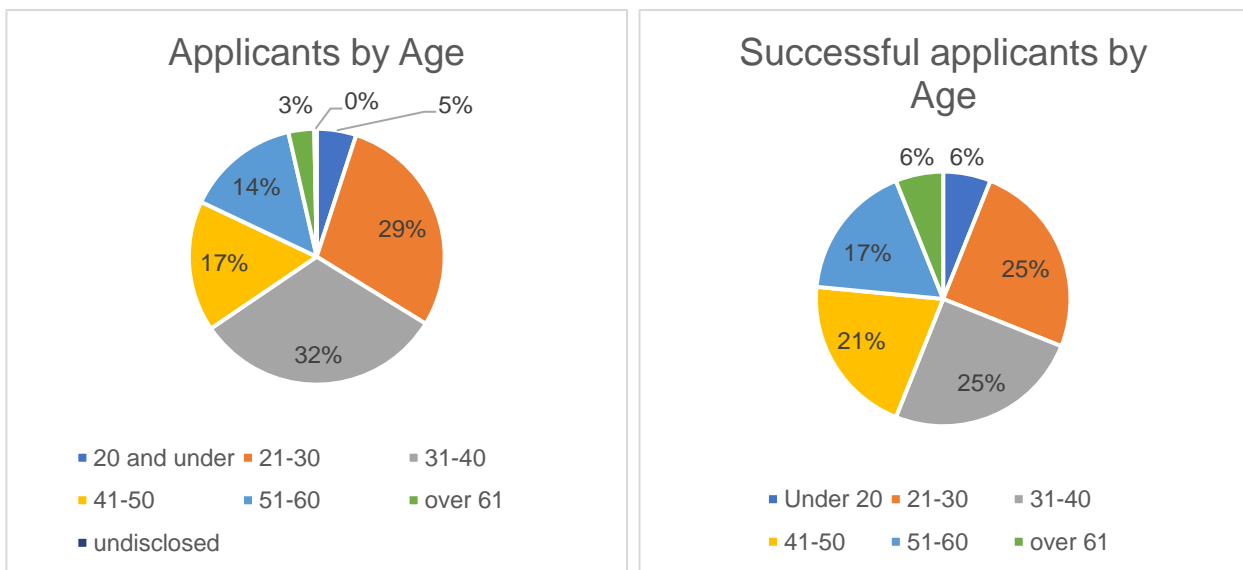
78% of all applicants were White compared with 80% in 21/22. 17% did not disclose their ethnicity (compared with 11% in 21/22) and 5% of applicants were from ethnic minority groups (compared with 9% in 21/22).



81% of successful applicants were white compared with 78% of white applicants. It should be noted that 17% of applicants were from ethnic minority groups but only 9% were appointed. However, this is an improvement from 2021/22 where 6% of applicants were from an ethnic minority group. In addition, 6% of the workforce are from ethnic minority groups.

3.1.4 Applicants/ Successful applicants by Age

The highest number of applicants were aged between 21-40 (61%) comparable with 2021/22 (59%).

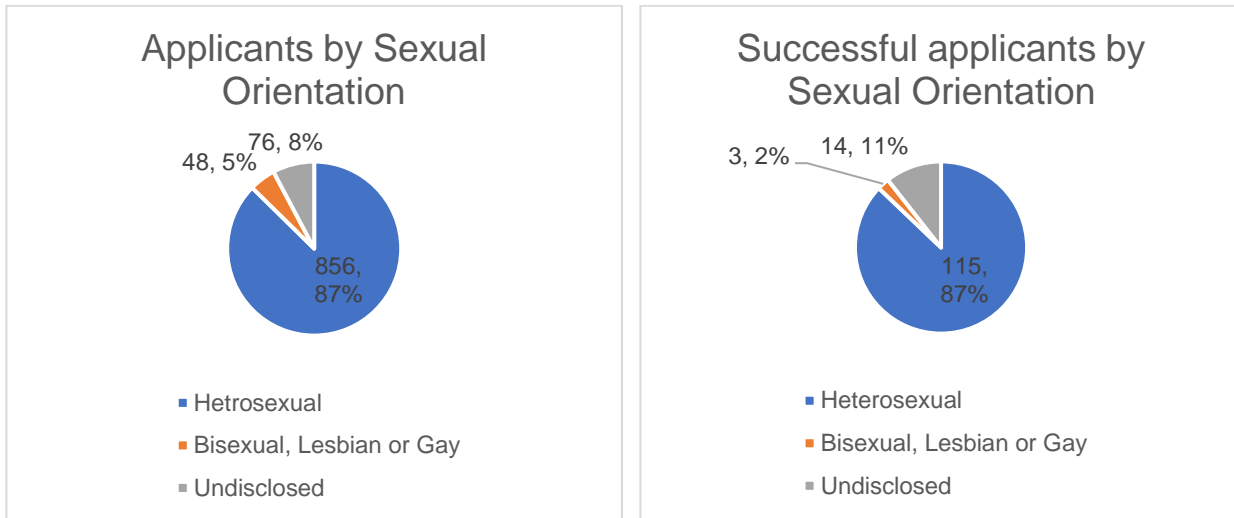


There are no significant differences between the age of applicants and those that were successful. With over half of applicants being within the age range of 21-40 and half of those successful applicants also in that age range. It should be noted that 35.5% of our

workforce are aged between 21-40 with the highest age bracket being between 51-60 (14% of applicants).

3.1.5 Applicants by Sexual Orientation

5% of applicants disclosed their sexual orientation as bisexual, lesbian or gay. This was the same as 2021/22. 8% of applicants in 22/23 did not disclose their sexual orientation compared with 10% last year.

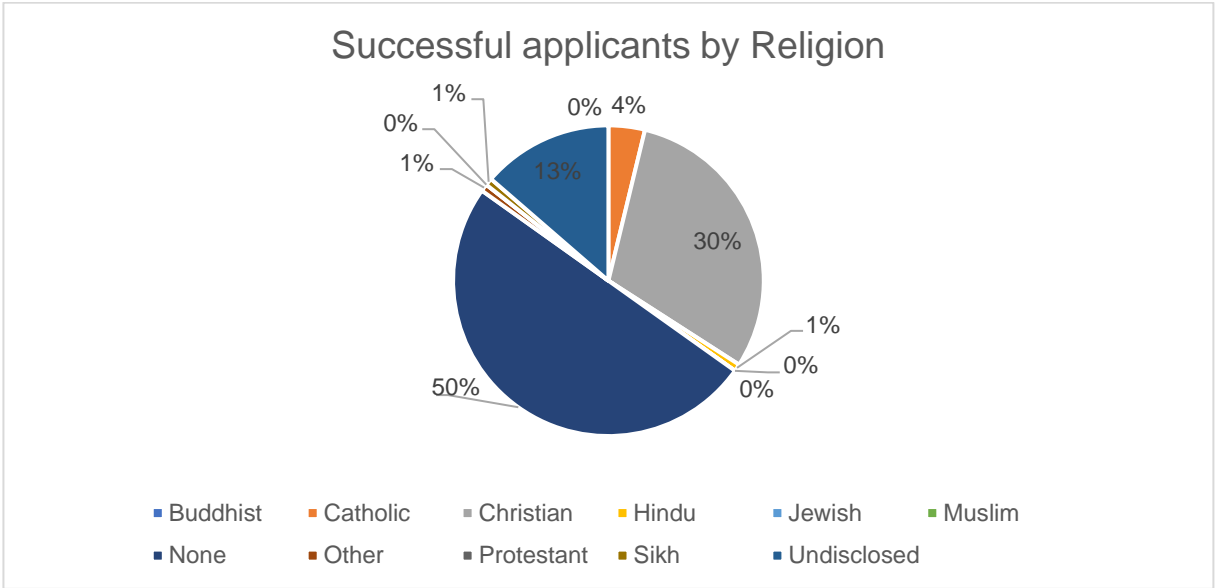
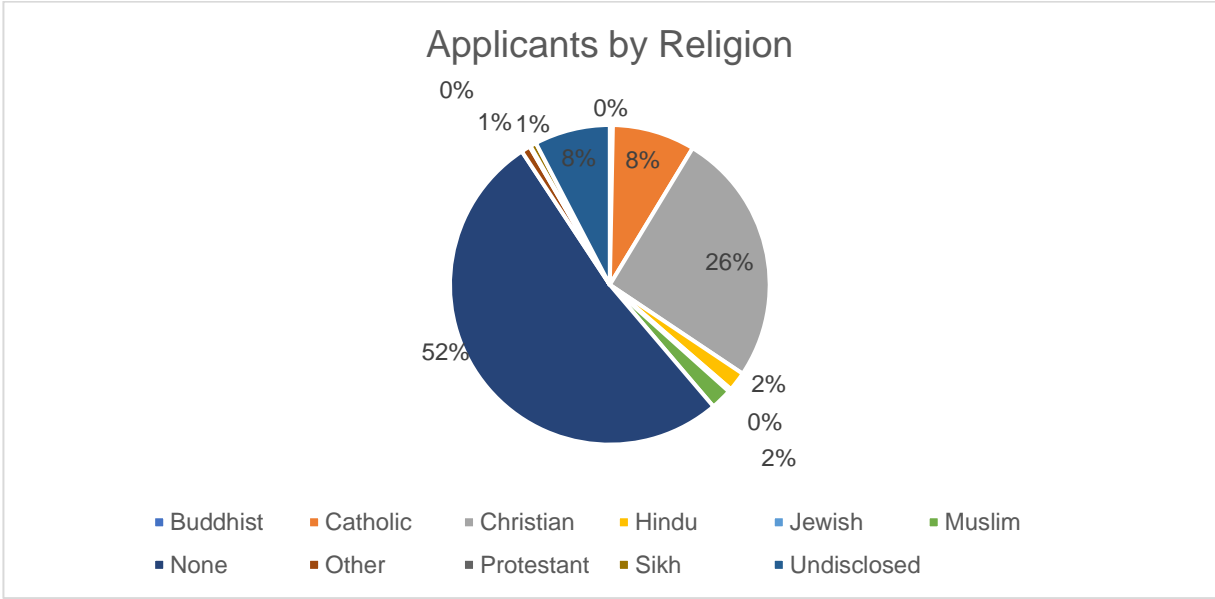


87% of all applicants and 87% of successful applicants were heterosexual. 5% of all applicants stated they were either bisexual, lesbian or gay compared with 2% of successful applicants. It should be noted that 2% of the workforce have declared their sexual orientation as bisexual, lesbian or gay.

3.1.6 Applicants/ Successful applicants by Religion

52% of all applicants stated "none" for religion, with 26% stating their religion as Christian. There is no significant change in the applicant data from 2021/22. 50% of successful

applicants stated they were of no religion and 30% stated their religion as Christian. There were no other significant differences.



4. Executive Summary

4.1 Summary of Key Findings

- The Council's headcount as at 31 March 2023 was 884 with an FTE of 826.03, a slight increase from 21/22.
- There are no significant changes with regards to the composition of the workforce with regards to protected characteristics since 21/22.
- The mean gender pay gap has increased slightly since 21/22 to 2.45% with the median pay gap remaining at 0%.
- For bonus payments, the median gender pay gap is now favorable to females (-18.14%).
- Of the proportion of staff who received a bonus there was no significant differences between males and females.
- When workforce is split into quartiles, the upper quartile is evenly split with 48.4% of males and 51.6% of females in this top quartile.
- This year, we introduced reporting on the ethnicity pay gap. We were pleased to see there was no pay gap (0% for both mean and median) across the workforce.
- In terms of bonus payments reported in the ethnicity pay gap, the mean pay gap was more favourable for ethnic minority staff (-1.68%) but less favourable with regards to the median ethnicity pay gap (9.53%).
- There were no concerns with regards to the distribution of ethnic minority and white staff across the 4 pay quartiles.
- There were 97 new starters and 88 leavers in 22/23.
- Of the new starters, 59% were female, 7% disclosed a disability and 7% were from an ethnic minority group.
- In comparison, of the leavers, 59% were female, 5% disclosed a disability and 8% were from an ethnic minority group.
- Of all leavers, over half had less than 2 years' service.
- The overall staff turnover has improved slightly from 11.24% to 9.9%.
- Applicant data was reviewed against those successful at interview in terms of protected characteristics.
- There were no significant differences with the exception of ethnicity where 17% of applicants were from an ethnic minority background compared with 9% of successful applicants.

4.2 Actions

There are a number of actions and commitments that have been developed as a result of this report as listed below with a particular emphasis on equality and inclusion:

1. To run a workshop with all Heads of Services, led by an expert within the Equality Team at Essex County Council to promote the need and benefit in championing a racially diverse workforce.
2. To introduce an Inclusion Network whom we can collaborate with to devise any initiatives to support managers and staff and champion equality & inclusion across the workforce.
3. To review the wellbeing support provided to all our diverse staff.
4. To update a new Diversity and Inclusion strategy for 24/25.
5. To have a clear and visible anti-racism programme of initiatives and events to be promoted across the workforce.
6. To roll out all-staff training from an expert on racism, anti-racism and non-racism to

increase awareness and understanding for all our workforce.

7. To undertake a recruitment review with regards to application, shortlisting and interviewing to identify any issues with the process in terms of ensuring equality in recruitment.
8. To review and update the recruitment and selection training provided to managers to include robust training on equality and inclusion.
9. To offer in person exit interviews appointments for staff that are leaving to try and capture true reasons for leaving and identify any trends that may require interventions.
10. To send a bi-annual reminder to encourage all staff to review and update their personal information on our database so we have updated information with regards to protected characteristics to improve our data reporting – to hold drop ins for all staff that may not have access to a computer so this information can be obtained.
11. To ensure that our new Workforce strategy has a clear focus on equality and inclusion across all its themes.
12. To continue to report on our ethnicity pay gap each year.