

## Appendix A

### Detailed Objectives and Indicators

We are committed to putting equality and inclusion at the heart of our role as an employer, to support our workforce who help to deliver this plan.

Our objective will be to recruit, retain and develop a skilled, committed, and inclusive workforce, where diversity is valued and, one which is representative of our local communities.

#### Objective 1: Workforce

*Improve the collection of employee and applicant equalities data to ensure we are data-led in our actions to improve workforce inclusion and equality.*

*We will use this data to inform all our activities to drive better outcomes for Objective Two (see below)*

**Baseline and Measuring improvement:** To achieve 90% or above completion rates in employee diversity data by 2027 and to establish an accurate equality profile of applicants.

Employee Diversity Data:

Employees complete their individual diversity profiles on the HR system ( Agresso). This is voluntary but we aim to foster an environment where staff are comfortable disclosing this information. Employees can also elect to “prefer not to say” for any category and this will be included as a completed entry. Current completion rates are as follows:

Diversity Type	NUMBERS			PERCENTAGES		
	STATED	PREFER NOT TO STAY	NOT STATED	STATED	PREFER NOT TO STAY	NOT STATED
Age	1116	0	0	100%	0%	0%
Gender	1116	0	0	100%	0%	0%
Ethnicity Group	419	0	697	38%	0%	62%
Ethnicity Detailed	750	0	366	67%	0%	33%
Disability	250	47	819	22%	4%	73%
Religion	721	56	339	65%	5%	30%
Sexual Orientation	599	165	352	54%	15%	32%

(Agresso, Sept 2023)

Monitoring is undertaken by regular monthly reports to Corporate Leadership Team. Accurate and complete employee equalities data will then be used to:

- measure representation of different groups at different levels of the organisation
- measure pay gaps between different groups
- assess the impact of Training and Development opportunities, HR policies, grievance, disciplinary and organisational change processes on different groups.

## Applicants Equalities Data:

The council has previously relied on out-dated manual recruitment systems, which has limited our capacity to collect and analyse accurate equalities data on applicants. With the recent implementation of the Talos Applicant Tracking System, we now have a complete tracking process throughout the applicant journey. This will allow accurate reporting on who is applying for jobs (and being appointed) and will allow us to target recruitment advertising and other initiatives to under-represented groups and ensure all our processes are fair and accessible. It can also provide evidence for actions and initiatives to improve more diversity in senior positions (Objective 2).

Equality, diversity, and inclusion is incorporated into the new recruitment processes and is an integral component of our specifications to external recruitment partners. Baseline and tracking information should commence by the end of 2023.

### **Objective 2: Workforce**

***Recruit, retain and develop an inclusive workforce, where diversity is valued, and one that is more representative of our local communities.***

Baseline and Measuring Progress: A workplace where diversity is valued

The results of the 2023 staff survey included 2 specific diversity-themed questions, where employees were asked if they agreed with the following statements. The response rate was given a score:

At SBC (Slough Borough Council) diversity is valued in the workplace - score **68**

At SBC staff from different backgrounds have equal opportunity to progress - score **62**

This places them in the **moderate response range** (51-74)

This gives us baseline data for 2023. The survey will be repeated annually, and we can measure changes in these scores over time.

Target will be year in year improvement, moving scores into the highest response range (75+) by 2027.

Appropriate examples of positive action to improve diversity, for example developing approach to EDI in line with current and emerging research and good practice, making recruitment processes fully inclusive, developing training offer and policies/procedures to make good use of flexible working arrangements and targeted career pathway initiatives to address potential barriers and under representation.

*Baseline and Measuring Progress: A workplace that is representative of our local communities*

A reasonable comparator for a workforce that is representative of the wider Slough community, would be to compare the equality profile of our workforce with the equality profile of the economically active cohort in Slough (data available from Census 2021).

**Baseline Data – SBC staff profiles versus Slough Economically Active Comparators by Sex, Disability and Ethnicity:**

46% of economically active Slough residents are female. Local councils generally employ a larger female workforce and the council is committed to supporting women in the workplace and into employment through a wide range of job opportunities, at all pay grades.

<b>Economic activity and sex</b>	<b>Economically active: Total</b>	<b>SBC Workforce August 2023</b>
<b>Female</b>	46%	59%
<b>Male</b>	54%	41%

### **Disability**

7% of economically active residents are disabled. The council is a Disability Confident employer and is committed to improving the representation of people with disabilities at all levels of its workforce.

<b>Economic activity and disability</b>	<b>Economically active: Total</b>	<b>SBC Workforce August 2023</b>
<b>Disabled under the Equality Act</b>	7%	6%
<b>Not disabled under the Equality Act</b>	93%	17%
<b><i>Prefer not to say</i></b>	<i>NA</i>	4%
<b><i>Undisclosed *</i></b>	<i>NA</i>	73%

\* (N.B A large percentage of staff have not disclosed their disability status)

### **Ethnicity**

85% of the economically active cohort in Slough are from Asian/Asian British or White ethnic backgrounds. The council is committed to improving representation of different ethnic groups across the organisation and particularly in senior positions.

<b>Economic activity and broad ethnic groups</b>	<b>Economically active: Total</b>	<b>SBC Workforce August 2023</b>
<b>Asian, Asian British or Asian Welsh</b>	45%	14%
<b>Black, Black British, Black Welsh, Caribbean or African</b>	8%	5%
<b>Mixed or Multiple ethnic groups</b>	3%	1%
<b>White</b>	40%	17%
<b>Other ethnic group</b>	5%	1%
<b><i>Undisclosed</i></b>	<i>*NA</i>	62%

\* (N.B A large percentage of staff have not disclosed their broad ethnic group)

### **Service Equality objectives from the Corporate Plan**

Slough is ethnically super-diverse and has a strikingly young population. It also has inequalities between groups. Some of the key drivers of persistent inequalities (and gaps in outcomes between different groups) are associated with low income, disadvantage and disability. Slough has the largest proportion of children in relative and absolute low income families, and this disproportionately, impacts some ethnic groups and those with disabilities.

The equality objectives' focus on children and young people with additional educational needs and those who are disadvantaged. This is in line with our corporate plan objectives to focus on children and evidence shows that people from specific backgrounds are over represented in among children with ECHPs and those with disadvantaged, and there is cross over between the groups. The objectives also focus on health inequality across a range of ages. The experiences of children are predictors of future inequalities that endure into adulthood: experience in early life has a lasting impact on adult health and wellbeing, both directly and indirectly (through influencing adult health behaviours) and so reducing these should have a lasting impact on reducing inequality across the wider population. In addition the objectives will ensure targeted actions for particular communities to reduce the current inequalities.

The measures will also be subject to consultation and so there is scope to refine these to give more specific focus to short, medium and longer term measures that will drive improved outcomes for the groups intended to benefit from the objectives.

#### **Objective 3: Provide quality services for children and young people with SEND (Special Educational Needs or a Disability).**

##### **Suggested measure: improved performance in the following key indicators subject to consultation**

- Percentage of new EHC (Education, Health, and Care) plans issued within 20 weeks (2022 Slough 11.6%; National 50.7%, South-East 45.8%, Statistical Neighbours 62.0%).
- Ensuring children and YP and parents / carers voices are sought and taken into account at a strategic and operational level.
- Evidence of a link between equality objectives, business planning and performance management leading to better outcomes for children with SEND.
- Development of a measure(s) relating to educational outcomes for this group

#### **Objective 4: Improve outcomes for children and young people who are more likely to be disadvantaged based on their protected characteristic.**

##### **Suggested measure: improved performance in the following key indicators:**

- Effectively targeting support to those with protected characteristics who are less likely to receive 15 hours of free early years education or childcare at age 2 years, leading to increased percentage receiving such education (spring 2023 Slough 56%; National 72%).

- Effectively targeting support to those with protected characteristics who are less likely to achieve a good level of development at 2 to 2½ child development review, leading to increased percentage achieving a good level of development (2022 Slough 73.6%, National 81.1%, South-East 81.6%)

#### **Early Years Foundation Stage**

- Percentage of children with SEND support achieving a good level of development at Early Years Foundation Stage (Provisional 2023 Slough 14.5%; National 24.5%).
- Percentage of children with an EHC plan achieving a good level of development at Early Years Foundation Stage (Provisional 2023 Slough 9.1%; National 3.8%).

#### **Key Stage 2**

- Percentage of children with SEND support achieving the expected level or above in reading, writing and mathematics at Key Stage 2 (Provisional 2023 Slough 21.7%; National 23.6%; South-East 21.7%).
- Percentage of children with an EHC plan achieving the expected level or above in reading, writing and mathematics at Key Stage 2 (Provisional 2023 Slough 5.6%; National 8.4%; South-East 8.5%).

#### **Key Stage 4**

- Percentage of children with SEND support achieving grades 9-5 in English and Maths at Key Stage 4 (2022 Slough 24.1%; National 22.5%, South-East 23.1%).
- Percentage of children with an EHC plan achieving grades 9-5 in English and Maths at Key Stage 4 (2022 Slough 12.3%; National 7.0%, South-East 7.4%).

#### **16–17-year-olds**

- Percentage of 16–17-year-olds with SEND support participating in education, employment, and training (2023 Slough 84.4%; National 86.6%, South-East 85.7%, Statistical Neighbours 90.4%).
- Percentage of 16–17-year-olds with an EHC plan participating in education, employment, and training (2023 Slough 83.1%; National 85.3%, South-East 82.8%, Statistical Neighbours 91.8%).
- Effectively targeting support to those 16–17-year-olds with protected characteristics who are less likely to be participating in education, employment, and training, leading to increased participation (2023 Slough 98.8%; benchmarking unavailable).

#### **Qualifications at age of 19**

- Percentage of 19-year-olds with SEND support qualified to Level 2 including English and Maths (2022 Slough 41.0%; National 42.8%, South-East 45.0%, Statistical Neighbours 47.5%).
- Percentage of 19-year-olds with an EHC plan qualified to Level 2 including English and Maths (2022 Slough 13.1%; National 17.2%, South-East 19.3%, Statistical Neighbours 20.4%).

- Percentage of 19-year-olds with SEND support qualified to Level 3 (2022 Slough 34.0%; National 36.7%, South-East 36.2%, Statistical Neighbours 44.3%).
- Percentage of 19-year-olds with an EHC plan qualified to Level 3 (2022 Slough 9.8%; National 14.0%, South-East 14.6%, Statistical Neighbours 18.6%).

Effectively targeting support to 19 year olds with protected characteristics who are less likely to achieve a Level 3 qualification by the age of 19.

**Objective 5: Work with partners to target health inequalities and well-being.**

**Suggested measure: improved performance in the following key indicators:**

- Effective equality monitoring systems in place across the Council and partner agencies demonstrating an intersectional understanding of health inequality.
- Effectively target support to children with protected characteristics who are more at risk of not receiving a 2-2.5 year child development review, leading to higher percentage of children aged 2.5 who received a 2-2.5-year child development review (2022 Slough 85.8%; National 74.0%, South-East 76.9%).
- Effectively target support to children with protected characteristics who are more at risk of being overweight or obese at reception age, leading to lower percentage of children in reception overweight or obese (2022 Slough 20.8%; National 22.3%, South-East 20.3%).
- Effectively target support to children with protected characteristics who are more at risk of being overweight or obese at year 6, leading to lower percentage of children in year 6 overweight or obese (2022 Slough 43.3%; National 37.8%, South-East 34.0%).
- Effectively target support to adults with protected characteristics who are more at risk of being overweight or obese, leading to lower percentage of adults aged 18 plus classified as overweight or obese (2022 Slough 66.0%; National 63.8%, South-East 62.7%).
- Effectively target support to adults with protected characteristics who are less physically active, leading to lower percentage of physically active adults (150 minutes of moderate physical activity per week) aged 19 plus (2022 Slough 51.6%; National 67.3, South-East 70.5%).
- Effectively target support to adults aged 40-64 with protected characteristics who are less likely to receive an NHS health check, leading to higher percentage of eligible population aged 40-64 receiving an NHS health check (2023 Slough 11.0%; National 7.2%, South-East 5.8%).
- Effectively target support to under 75s with protected characteristics who are more at risk death from preventable disease, leading to lower under 75-year mortality rate from cause considered preventable rate per 100,000 (2021 Slough 262.1; National 183.2, South-East 156.7).

