



Brighter Futures for Children

Workforce Profile Information

2021/22

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1 Overview

Brighter Futures for Children strives to be an inclusive and fair employer. We actively encourage people from all protected characteristics' groups¹ to be part of our team and we highly value people's individual skills and talents. This analysis of our workforce by protected characteristics' groups is central to making sure this happens. It is also a useful evidence base to inform our diversity and inclusion objectives.

The information in this report can also help us to understand whether the company's workforce reflects the demographic of the wider community of Reading and, if not, how inroads can be made to achieve this over time. Understanding the profile of employees also means that appropriate support and solutions can be delivered.

This report will be updated on an annual basis and the information provided is based on the last complete financial year (2021/22), unless otherwise indicated.

2 Vacancies, applicants, leavers and maternity leave

2.1 Vacancies and applicants

The average number of vacancies advertised per month has remained stable over the last four years. The number of job applicants is increasing. The higher number of applicants in 2020/21 is most likely due to the pandemic when more people were seeking stable employment.

Vacancies and applicants	2018/19	2019/20	2020/21	2021/22
Average number of vacancies advertised per month	13	12	15	14
Number of applicants	557	1391	2512	1958

The ethnic diversity amongst applicants has risen; in part this may be due to the decrease in the number who have chosen not to state their ethnic origin. The number of white British applicants has risen in the last two years compared to previous years.

Ethnic origin	2018/19	2019/20	2020/21	2021/22
Asian/Asian British	6.1%	7.1%	12.3%	15.4%
Black/Black British	6.3%	7.1%	9.5%	11.9%
Mixed/multiple	2.2%	2.5%	4.0%	4.6%
No value (Prefer not to say)	65.7%	54.0%	19.5%	6.4%
Other ethnic group	0.2%	0.1%	1.1%	1.5%
White British	16.7%	24.9%	46.8%	53.3%
White Other	2.9%	4.2%	6.8%	7.8%

¹ Equality Act 2010 – The 'protected characteristics' include: race, age, disability, religion and belief, sexual orientation, sex, gender reassignment, pregnancy and maternity and marriage and civil partnership.

There has been a steady increase in the number of applicants aged under 30. This increase in younger applicants is also reflected in the staff that have recently joined the company.

Age range	2018/19	2019/20	2020/21	2021/22
16 to 29	7.9%	19.1%	35.0%	40.2%
30 to 44	20.1%	20.1%	34.3%	40.7%
45 to 59	7.0%	7.6%	11.3%	12.6%
60 to 64	1.1%	0.9%	1.2%	0.8%
65 to 74	0.2%	0.1%	0.2%	0.2%
75 and over	0.0%	0.0%	0.00%	0.0%
No value (Prefer not to say)	63.7%	52.1%	18.1%	5.6%

The company continues to attract more applications from women than men. The percentage of female applicants has risen in the last two years and may reflect the national shortage of men in the social care sector.

Gender	2018/19	2019/20	2020/21	2021/22
Female	75.2%	76.4%	80.9%	82.3%
Male	23.5%	21.9%	17.7%	16.3%
No value (Prefer not to say)	1.3%	1.7%	1.4%	1.4%

A lower percentage of applicants' state that they have a disability (0.4%) than the existing workforce (2.8%). There has been a steady increase in the percentage of applicants who prefer not to say if they consider themselves to be disabled. All applicants are asked if they would like to be considered through the Disability Confident accessibility scheme, which guarantees an interview if they meet the minimum criteria for the job they are applying for.

Do you consider yourself to be disabled?	2018/19	2019/20	2020/21	2021/22
Yes	1.1%	1.9%	1.2%	0.4%
No	32.1%	40.5%	27.8%	14.7%
No value (Prefer not to say)	66.8%	57.6%	71.0%	84.9%

2.2 Starters

Some demographic characteristics of new starters vary from the existing workforce:

- 1.9% of the starters during 2021/22 reported themselves as being disabled, compared to 2.8% amongst the workforce.
- 20.2% of starters were from British ethnic minorities (excluding white minorities), compared to the percentage of all other ethnic groups combined (excluding white minorities) in the general workforce (22.3%).
- A much lower percentage of starters are aged 45 and over (28.8% compared to 44.3% amongst the workforce).
- 78.8% of starters are female compared to those in the workforce (85.4 %).

2.3 Leavers

Labour turnover increased in 2021/22 compared to the previous year.

Rate	2018/19	2019/20	2020/21	2021/22
Labour turnover rate (all reasons)	23.1%	14.8%	16.4%	20.3%
Labour turnover rate (voluntary resignation)	20.5%	11.1%	12.2%	15.5%

Further information on the reasons for staff leaving the company is shown below. Voluntary resignation is the main reason, followed by the expiry of temporary contracts and retirement.

Reason for leaving	2018/19	2019/20	2020/21	2021/22
Death in Service	0	0	0	1
Dismissal	0	0	0	0
Dismissal – Ill Health	0	0	0	1
Efficiency of Service	0	0	0	0
End of Fixed Term Contract	1	3	8	6
End of Temporary Contract	0	0	0	0
Mutual Agreement	0	5	5	6
Redundancy	0	7	2	4
Resignation	24	57	65	82
Retirement	2	4	2	3
Retirement – Ill Health	0	0	2	0
Retirement- Redundancy	0	0	0	0
Early Retirement	0	0	0	0
Settlement Agreement	0	0	0	3
TUPE Transfer	0	0	0	0
Unsuccessful Probation	0	0	3	0
Total	26	68	87	107

Some demographic characteristics of leavers vary from the existing workforce:

- The proportion of leavers in 2021/22 that were White British (43.0%) is lower than the proportion in the existing workforce (66.8%)
- A lower proportion of leavers in 2021/22 are aged 55 and over (16.8%), compared to 22.3% amongst the workforce
- The proportion of leavers in 2021/22 that are female (84.1%) is consistent with the percentage of women in the current workforce (85.4%).

2.4 Maternity leave

Most staff members that go on maternity leave do return to work at the company, with 100% of those that went on maternity leave during 2021/22 returning.

3 Demographic characteristics of the workforce

3.1 Disability

To ensure that our employment opportunities are accessible to disabled people, we fully commit to being a 'Disability Confident Employer'². We actively promote employment opportunities to disabled applicants, providing information in Plain English and offering accessible formats where necessary to facilitate the recruitment process. As part of our standard practice for staff, we offer specialist support such as Occupational Health and counselling.

2.8% of the workforce consider themselves to have a disability. This is lower than in previous years. Staff can choose whether to classify themselves as disabled so annual fluctuations are not considered to be significant in isolation.

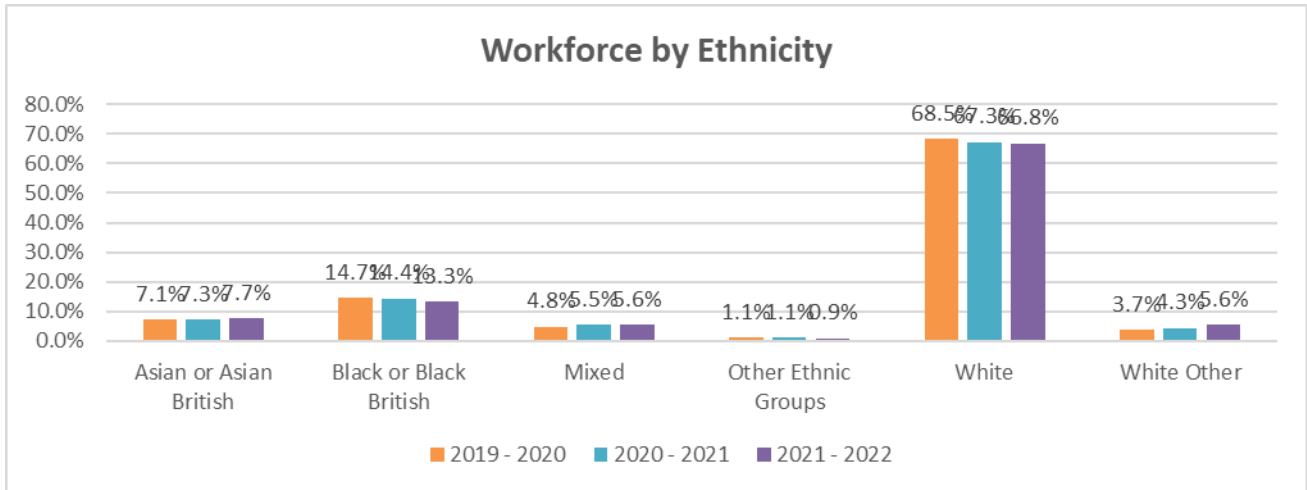
Disability	2018/19	2019/20	2020/21	2021/22
No	86.3%	72.7%	70.2%	61.4%
Yes	4.3%	3.7%	3.0%	2.8%

3.2 Ethnicity

54.2% of the company's workforce describe their ethnicity as White English/Welsh/Scottish/Northern Irish/British. This percentage has remained similar over the last three years. The percentage of the workforce in ethnic minorities (excluding white minorities) has remained relatively stable in the last two years and stands at 22.4% in 2021/22. The proportion of staff who identify as Black/Black British has shown decreased from 11.9% in 2020/21 to 10.8% in 2021/22.

Ethnicity	2018/19	2019/20	2020/21	2021/22
Asian/Asian British	6.4%	6.0%	6.0%	6.3%
Black/Black British	13.1%	12.5%	11.9%	10.8%
Mixed	4.9%	4.1%	4.5%	4.5%
Prefer not to say	7.3%	15.2%	17.7%	18.9%
Other ethnic group(s)	1.5%	1.0%	0.9%	0.8%
White British	63.5%	58.1%	55.4%	54.2%
White Other	3.3%	3.1%	3.6%	4.5%

² As a Disability Confident employer, we have made specific commitments regarding the employment of disabled people. As part of this, a disabled person is guaranteed an interview if they meet the essential criteria for the job vacancy. See www.gov.uk/government/collections/disability-confident-campaign for more information

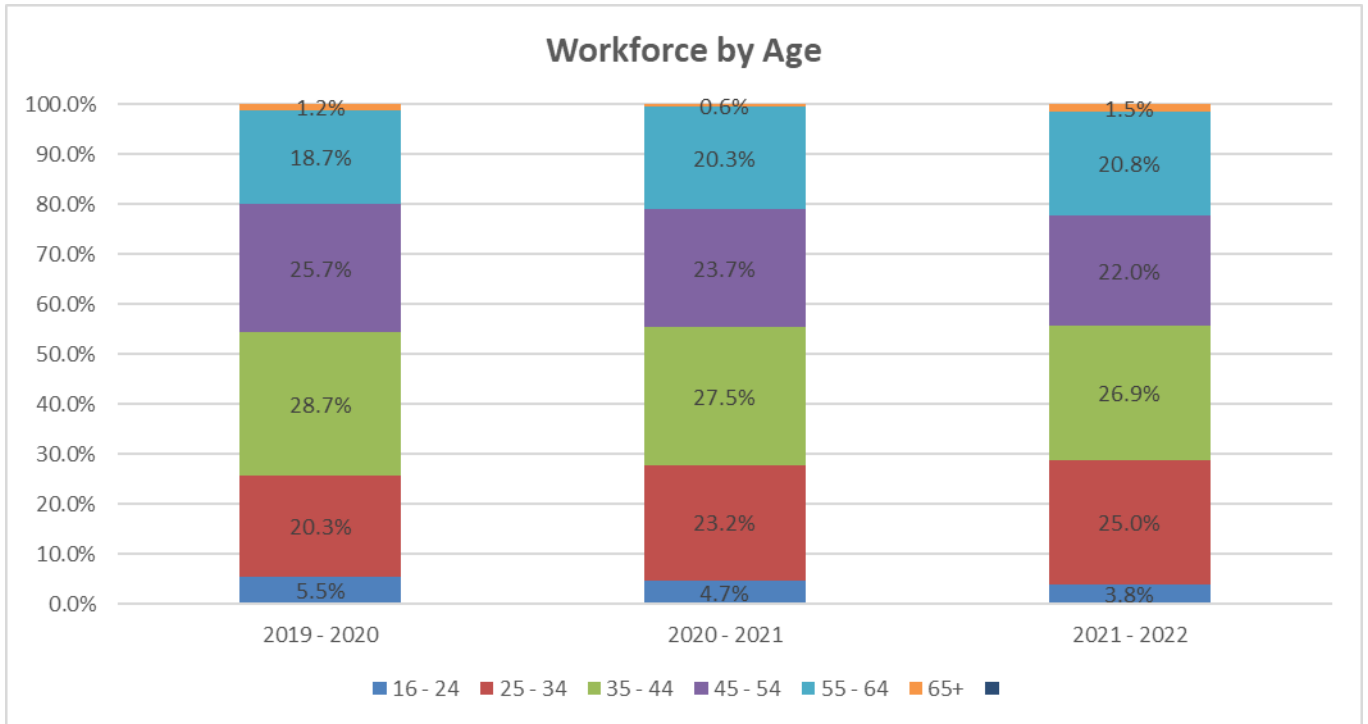


3.3 Age profile

A low percentage of the workforce is aged 16 to 24 (3.8%) compared to the percentage of staff aged 55 to 64 (20.8%). The proportion of younger workers is likely to increase over time as more job applicants (81%) are aged 44 and below.

The percentage of the workforce aged 55 and over is 22.3% which is slightly lower than the number of staff aged 35 to 44 (26.9%). As more of the workforce moves into the 55 and over age range there is an increased importance on ensuring that in addition to retention initiatives to retain older workers, a robust succession planning mechanism is embedded to deliver business continuity, top talent, and leaders and managers of the future.

Age	2018/19	2019/20	2020/21	2021/22
16-24	6.8%	5.5%	4.7%	3.8%
25-34	13.7%	20.3%	23.2%	25.0%
35-44	35.0%	28.7%	27.5%	26.9%
45-54	29.9%	25.7%	23.7%	22.0%
55-64	13.7%	18.7%	20.3%	20.8%
65+	0.9%	1.2%	0.6%	1.5%



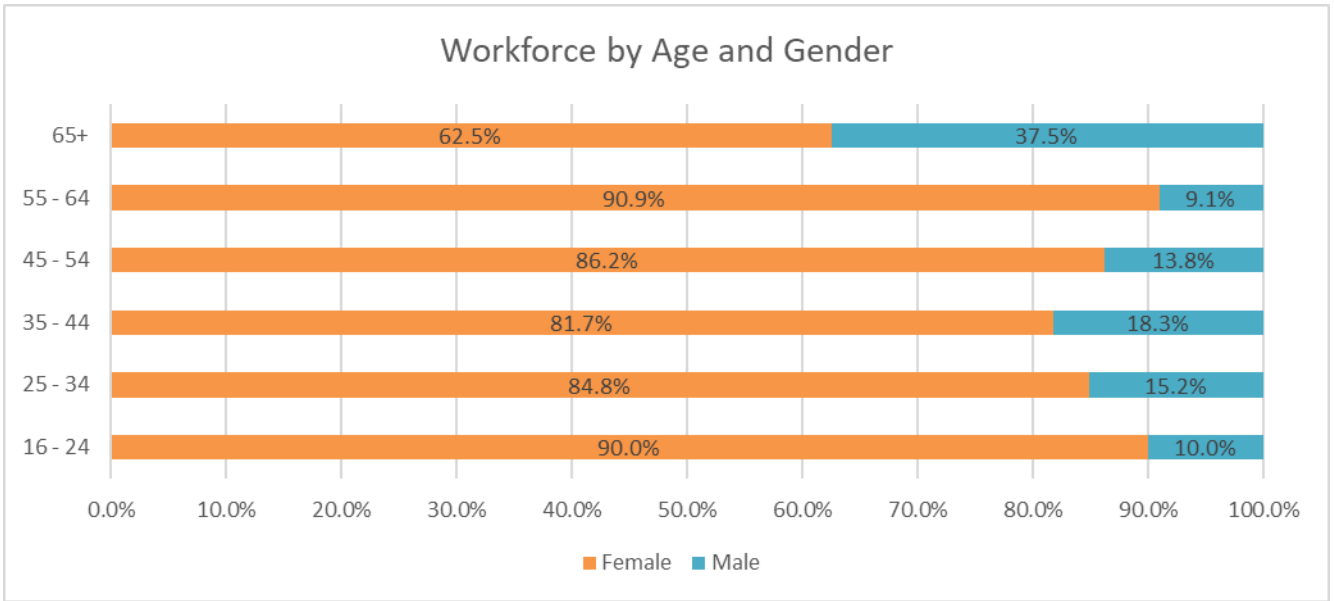
3.4 Gender

The company employs more women (85.4%) than men (14.6%). This proportion has remained relatively stable over the last four years, as shown in the table below.

The gender split by age in 2021/22 shows a larger percentage of women in all age groups but is particularly high in the 55 to 64 range (90.0%) and the 16 to 24 range (90.0%).

Year	2018/19	2019/20	2020/21	2021/22
Female	83.8%	86.2%	86.4%	85.4%
Male	16.2%	13.8%	13.6%	14.6%

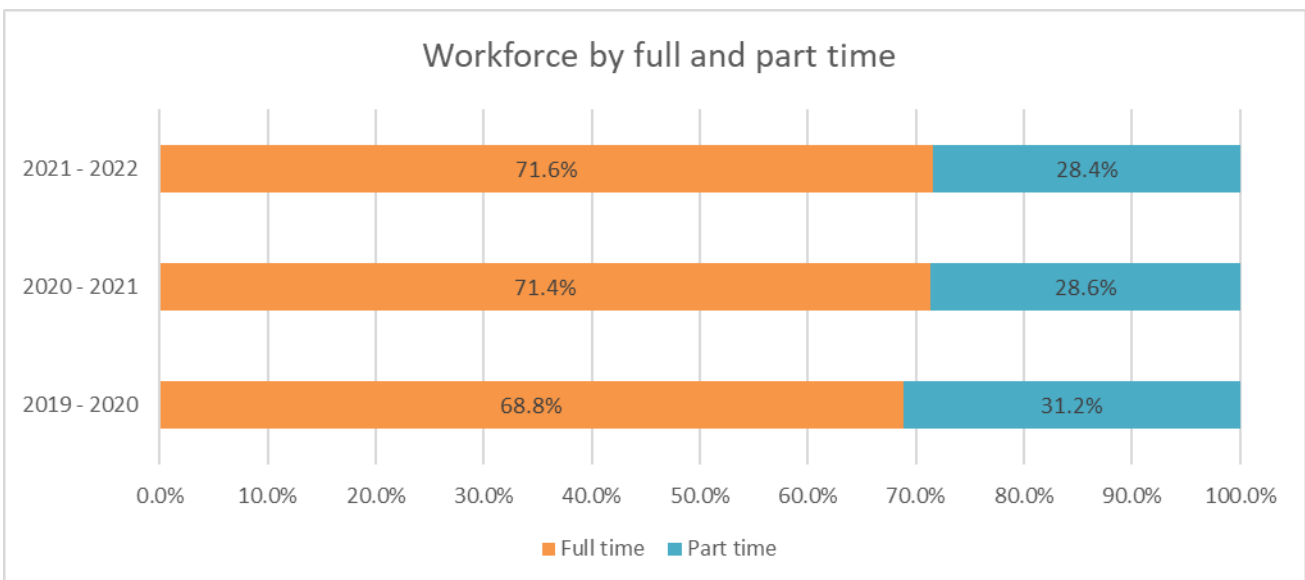
Age Group	Female	Male
16 to 24	90.0%	10.0%
25 to 34	84.8%	15.2%
35 to 44	81.7%	18.3%
45 to 54	86.2%	13.8%
55 to 64	90.9%	9.1%
65+	62.5%	37.5%



3.5 Full-time and part-time

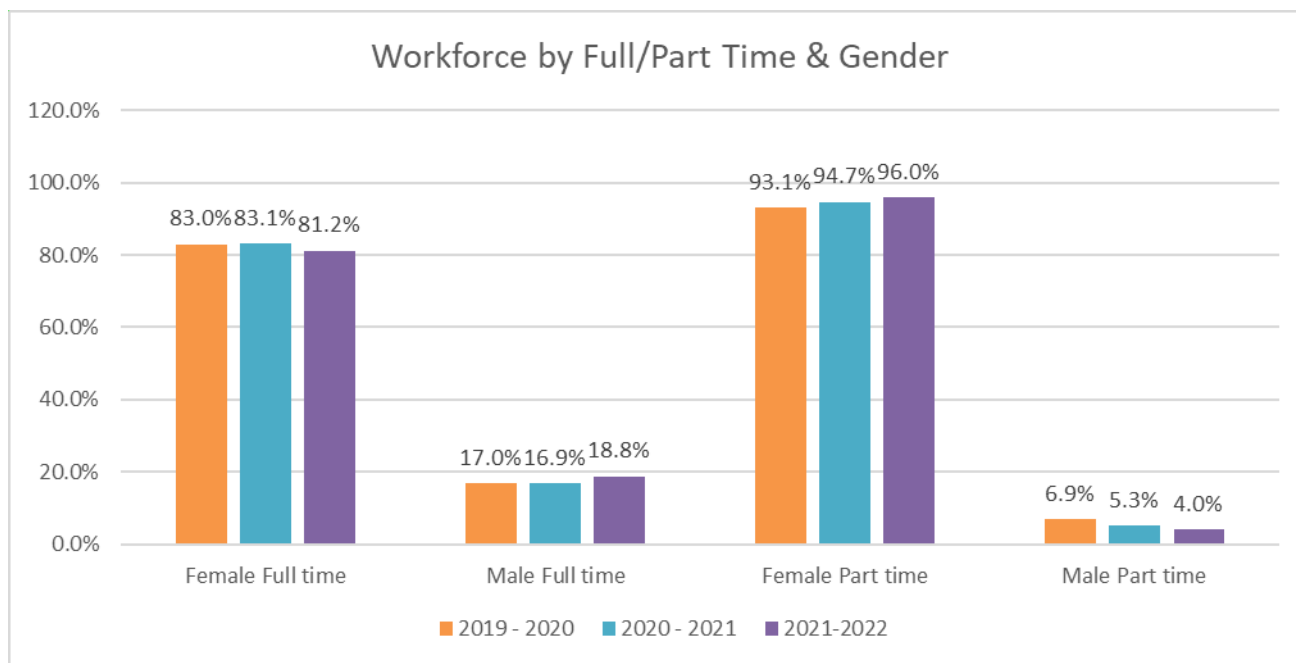
Just under three quarters of employees within the company work full-time. There has been a steady increase of staff in full-time work compared to part-time. Both full-time and part-time staff are afforded the benefit of a wide range of flexible working options, such as working compressed hours or working remotely, which benefit both the individual and the organisation.

Contract type	2018/19	2019/20	2020/21	2021/22
Full time	73.5%	68.8%	71.4%	71.6%
Part time	26.5%	31.2%	28.6%	28.4%



3.6 Full-time and part-time by gender

A much greater percentage of women work part-time than men (90% compared to 4%). The percentage of men and women working full or part-time has remained relatively stable over time

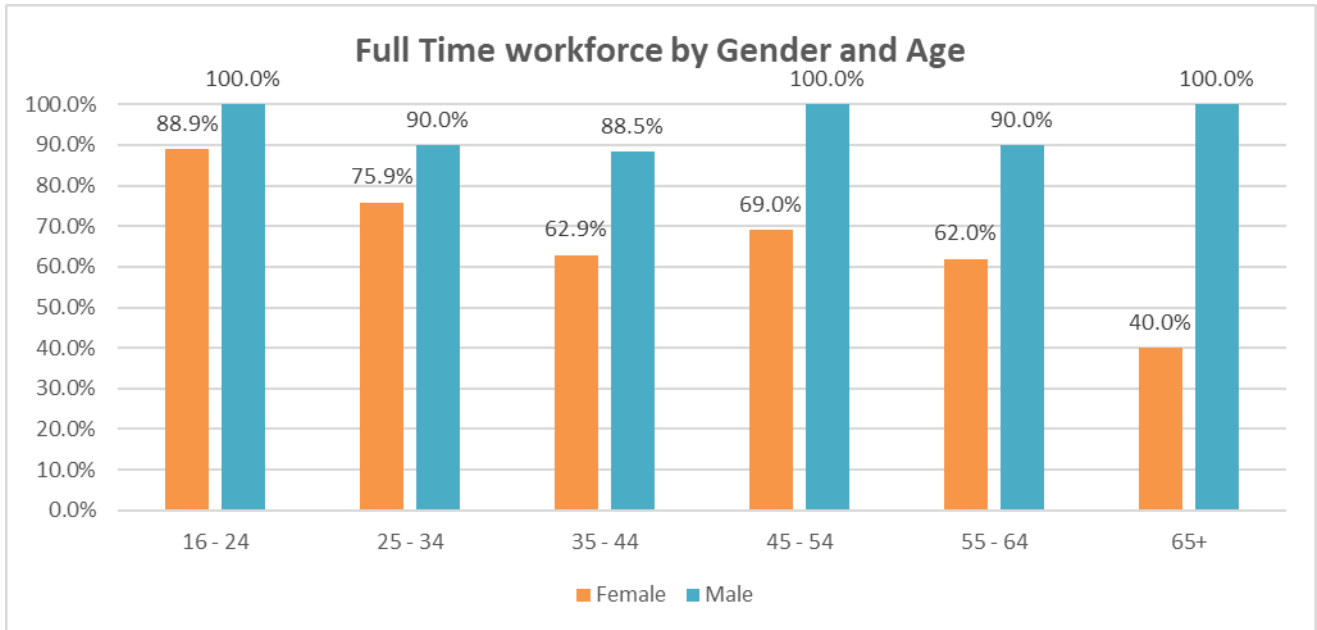


Gender	Contract type	2018/19	2019/20	2020/21	2021/22
Female	Full time	79.1%	80.3%	83.1%	81.2%
Male	Full time	20.9%	17.0%	16.9%	18.8%
Female	Part time	96.8%	93.1%	94.7%	96.0%
Male	Part time	3.2%	6.9%	5.3%	4.0%

3.7 Full-time and part-time by gender and age

A high percentage of women aged 16 to 24 (88.9%) and 25 to 34 (75.9%) work full-time. This reduces for those aged 35 to 44 (62.9%) and then rises again for women aged 45 to 54 (69.0%). Fewer than half of women aged 65 and over work full-time (40.0%), which is potentially due to flexible working and/or retirement and pension options.

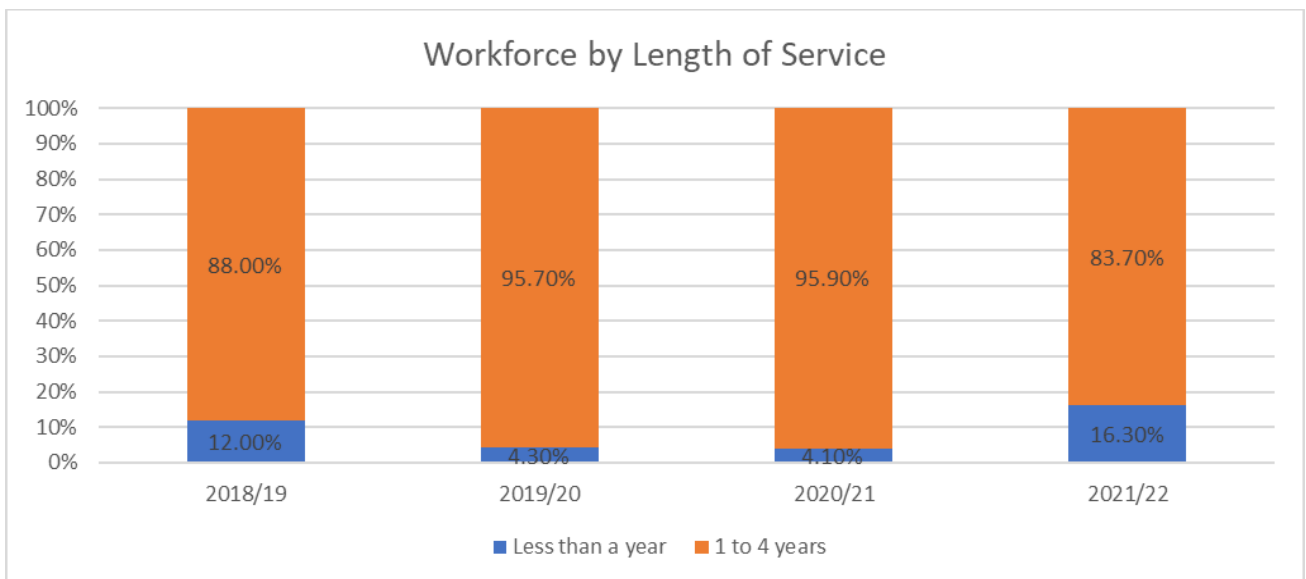
100% of men between the ages of 16 to 24 work full-time, and in the 25 to 34 age group 90.0% work full time, while in the 65+ band, 100% work full time. Again this is likely to be due to flexible retirement/working arrangements which enable employees to have a gradual route into retirement if they wish.



3.8 Length of service

This section, and the following sections on length of service, only include service with the company, which was created on 1 December 2018. 2021/22 shows an increase in the proportion of staff that have worked at the company for less than a year and has decreased for staff who have worked for one to four years.

Length of service	2018/19	2019/20	2020/21	2021/22
Less than a year	12.00%	4.30%	4.10%	16.30%
1 to 4 years	88.00%	95.70%	95.90%	83.70%



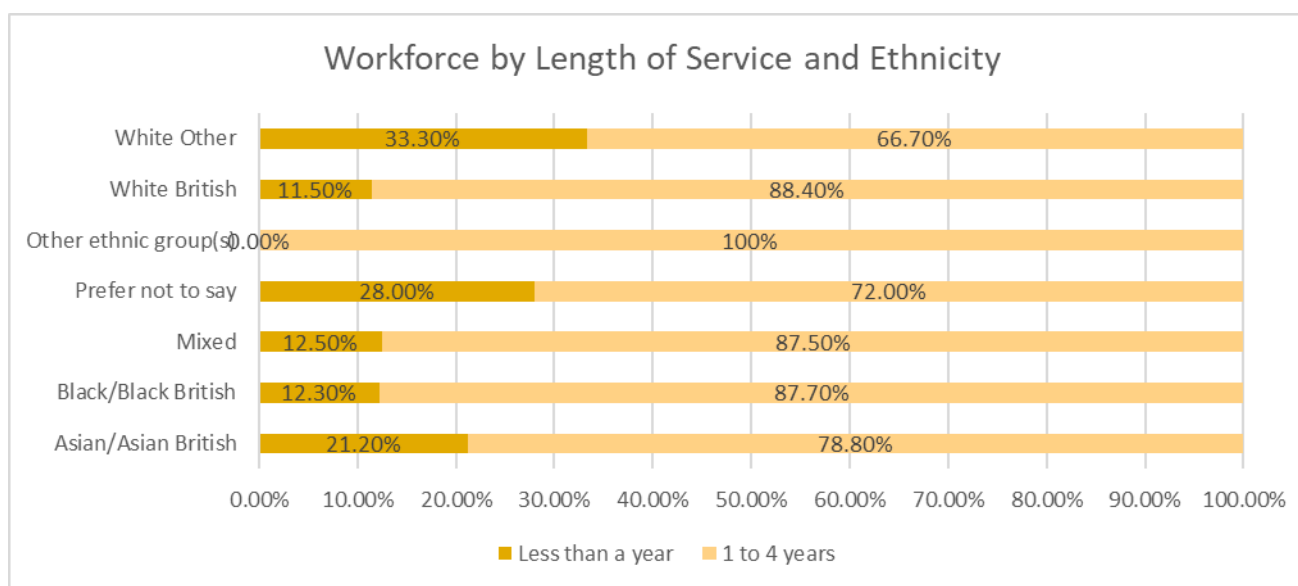
3.9 Length of service by disability

Due to the low numbers recorded for employees with a disability it is difficult to note any trends related to their length of service. The data is potentially disclosive and so is not shown here.

3.10 Length of service by ethnicity

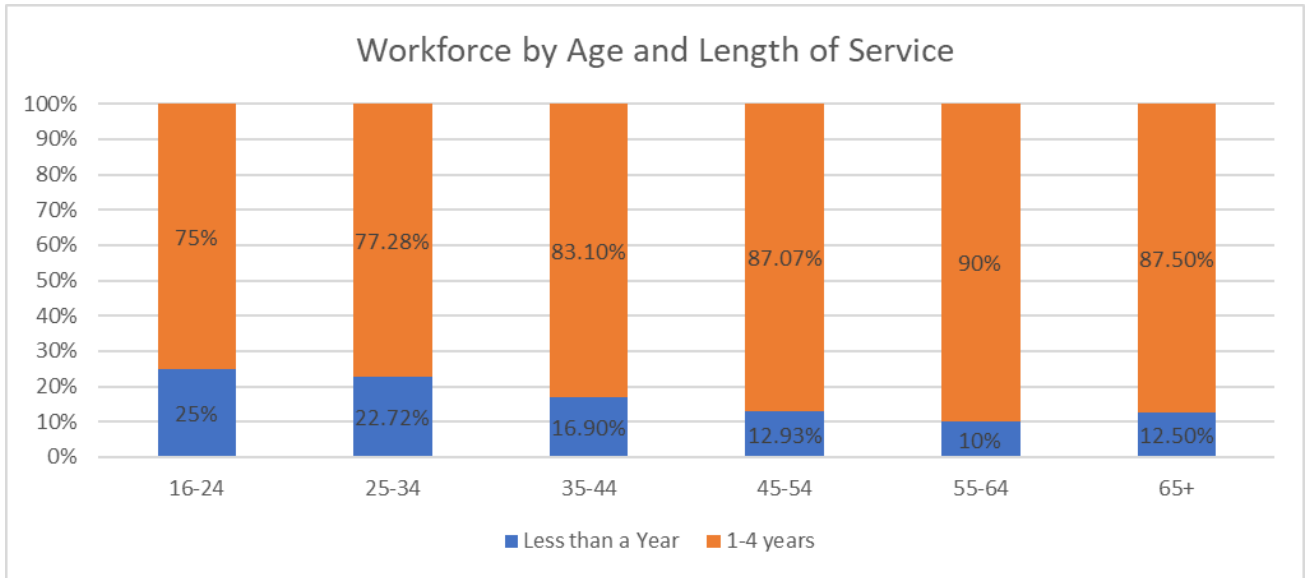
88.4% of White British members of staff have worked for the company for up to four years, compared to 84.7% of British employees from ethnic minority groups (excluding white minorities).

Ethnicity	Less than a year	1 to 4 years
Asian/Asian British	21.2%	78.8%
Black/Black British	12.3%	87.7%
Mixed	12.5%	87.5%
Prefer not to say	28.0%	72.0%
Other ethnic group(s)	0.0%	100%
White British	11.5%	88.4%
White Other	33.3%	66.7%



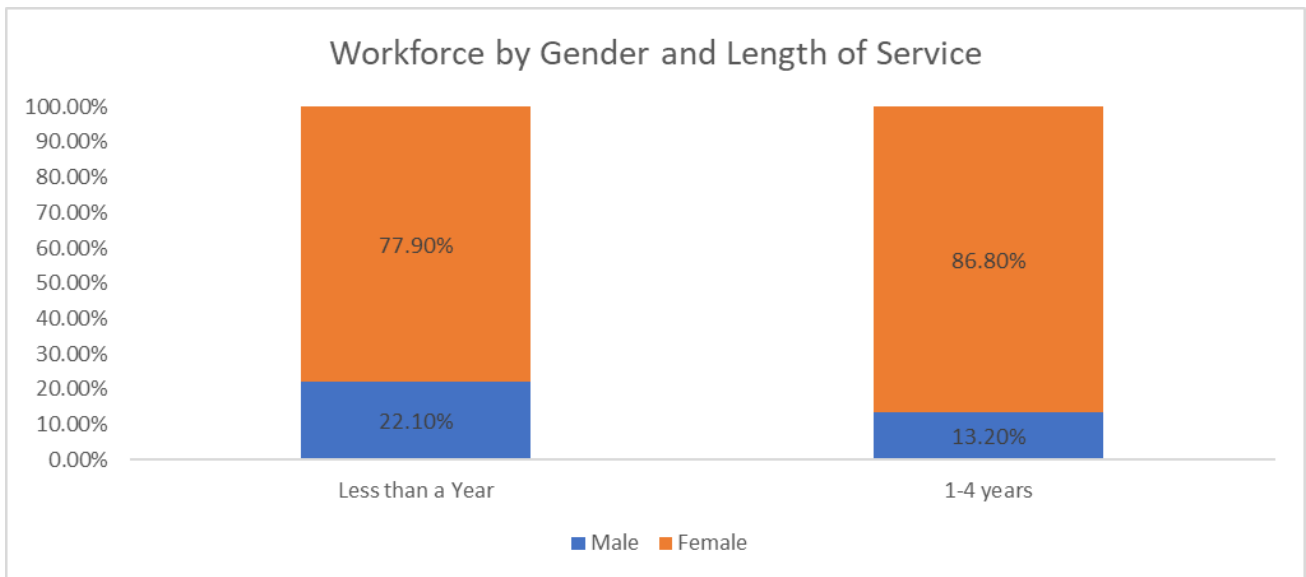
3.11 Length of service by age profile

There are more people aged 35 and over that have served for longer periods and more people aged 34 and below that have served less than a year. The majority of those aged under 35 have worked at the company for 1 to 4 years. The percentage of staff that have worked at the company for fewer than four years declines with age. This is because the correlation between age and length of service tends to be positive, as older employees tend to have naturally been in the organisation longer, or vice versa.



3.12 Length of service by gender

Ethnicity	Less than a year	1 to 4 years
Female	77.9%	86.6%
Male	22.1%	13.2%



3.13 Pay grade

This section features information broken down by salary grades.

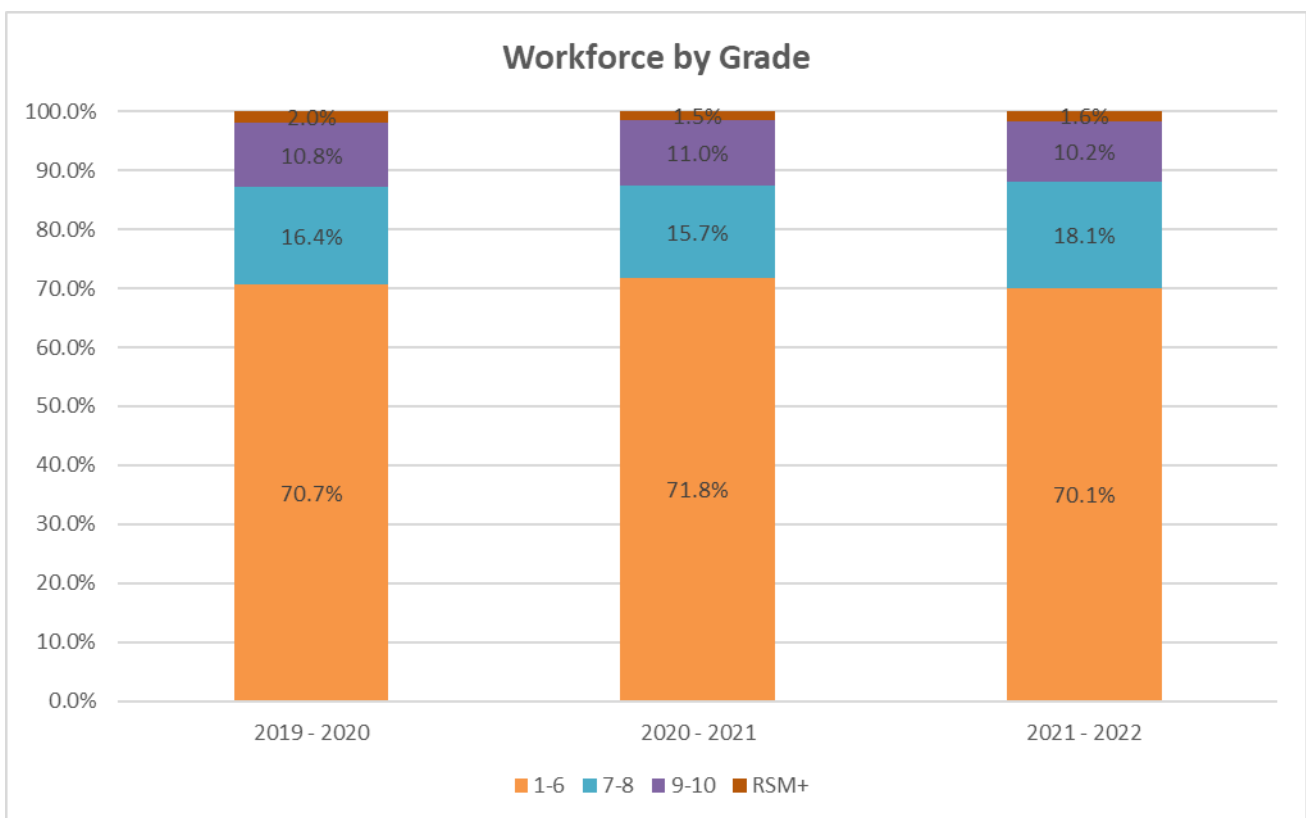
Grade explanation

- **RG1 to RG6** cover a wide range of administrative, technical, clerical and manual roles including social workers, family workers, early years practitioners, business support and apprentices.

- **RG7 to RG8** cover a range of professional and first line manager / assistant team manager / supervisory roles.
- **RG9 to RG10** cover a range of senior professional and middle manager roles.
- **RSM and above** cover service leads, heads of service and directors.

The percentage of staff within each pay grade has remained relatively stable over time as shown below.

Grade	2018/19	2019/20	2020/21	2021/22
Grades 1 to 6	79.5%	70.7%	71.8%	70.1%
Grades 7 to 8	8.5%	16.4%	15.7%	18.1%
Grades 9 to 10	12.0%	10.8%	11.0%	10.2%
Grades RSM and Above	0.0%	2.0%	1.5%	1.6%



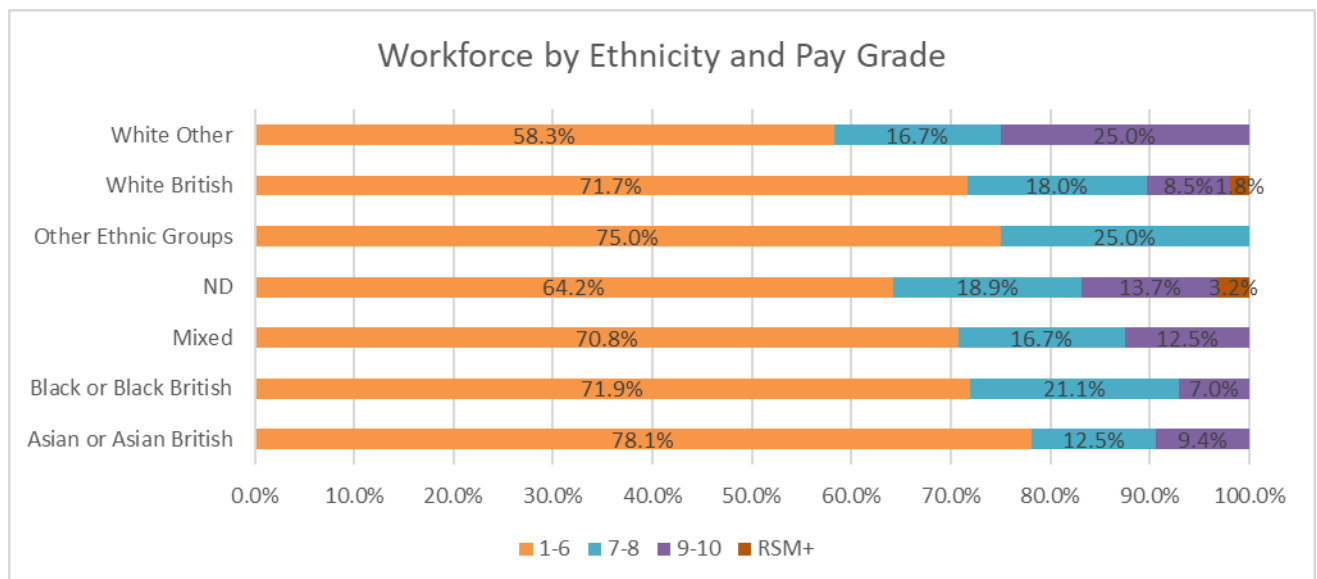
3.14 Grade by disability

Due to the small number of staff that identify as having a disability in each grade group, the data is potentially disclosive and so is not presented here.

3.15 Grade by ethnicity

There is a lower percentage of White British staff in RG9 to RG10 than the percentage of staff from British ethnic minority groups (excluding white minority groups). All the staff on senior manager (RSM) grades are White British or have not disclosed their ethnicity.

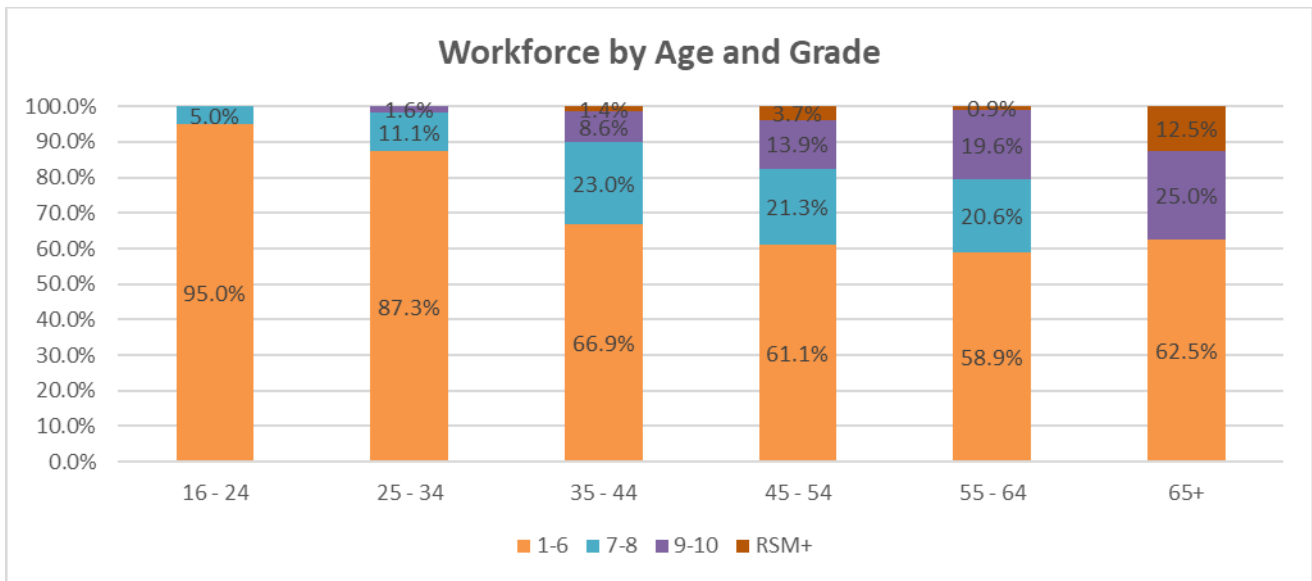
Ethnicity	Grade 1- 6	Grade 7-8	Grade 9-10	RSM and Above
Asian/Asian British	78.1%	12.5%	9.4%	0.0%
Black/Black British	71.9%	21.1%	7.0%	0.0%
Mixed	70.8%	16.7%	12.5%	0.0%
Prefer not to say	64.2%	18.9%	13.7%	3.2%
Other ethnic group(s)	75.0%	25.0%	0.0%	0.0%
White British	71.7%	18.0%	8.5%	1.8%
White Other	58.3%	16.7%	25.0%	0.0%



3.16 Grade by age profile

The pay grades of staff aged under 35 are lower than the older age groups, up to age 64. This is expected as in most cases younger staff are in the earlier stages of their careers. A larger percentage of those aged 45 to 54 are in the highest pay grades than any other age group.

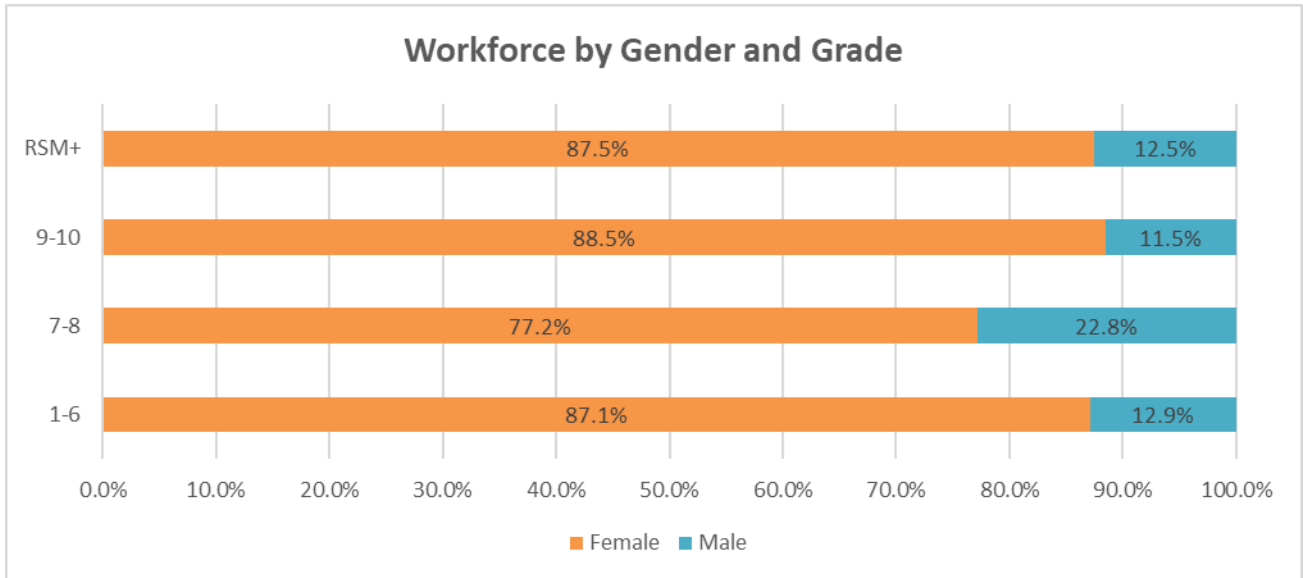
Age	Grades 1-6	Grades 7-8	Grades 9-10	RSM and Above
16 to 24	95.0%	5.0%	0.0%	0.0%
25 to 34	87.3%	11.1%	1.6%	0.0%
35 to 44	66.9%	23.0%	8.6%	1.4%
45 to 54	61.1%	21.3%	13.9%	3.7%
55 to 64	58.9%	20.6%	19.6%	0.9%
65+	62.5%	0.0%	25.0%	12.5%



3.17 Grade by gender

There is a higher proportion of women than men across all grades.

Gender	Grade 1-6	Grade 7-8	Grade 9-10	RSMD and Above
Female	87.1%	77.2%	88.5%	87.5%
Male	12.9%	22.8%	11.5%	12.5%



4 Learning and development opportunities

The company is committed to providing training and personal development opportunities for staff.

To deliver on this, we have a range of opportunities available including classroom courses, e-learning as well as on-the-job training and mentoring.

All staff are required to complete mandatory e-learning modules on:

- Health & Safety level 1
- Data Protection/Information Governance
- Safeguarding
- Prevent (RBC requirement)
- Cyber Security (RBC requirement)
- Display Screen Equipment (DSE)

Development opportunities can be identified in a variety of ways including by the individual through regular 1 to 1 meetings and the performance appraisal process.

5 Future developments

In future years, we aim to include an analysis of the workforce by sexual orientation within this report. Currently, the number of staff who prefer not to declare their sexual orientation is high, which makes meaningful analysis more challenging.

We also aim to include information on HR casework and learning and development opportunities, analysed by protected characteristics, within future reports.

We publish separately a Gender Pay Gap report, and for the first time in 2022, we have also published an Ethnicity Pay Gap report as we believe it is a fundamental step on the company's journey to improving workplace equality. We will use the information from these reports to help us reflect on what we are doing both internally and externally to achieve a truly diverse and inclusive organisation and where we need to take action to tackle inequality.