

# Confident, Capable Council Scrutiny Panel

21 June 2017

**Time** 6.00 pm **Public Meeting?** YES **Type of meeting** Scrutiny

**Venue** Committee Room 3 - 3rd Floor - Civic Centre

## Membership

**Chair** Cllr Louise Miles (Lab)  
**Vice-chair** Cllr Andrew Wynne (Con)

### Labour

Cllr Alan Bolshaw  
Cllr Jacqueline Sweetman  
Cllr Caroline Siarkiewicz  
Cllr Payal Bedi-Chadha  
Cllr Paula Brookfield  
Cllr Dr Michael Hardacre  
Cllr Ian Brookfield  
Cllr Craig Collingswood  
Cllr Stephen Simkins

### Conservative

Cllr Udey Singh

Quorum for this meeting is three Councillors.

## Information for the Public

If you have any queries about this meeting, please contact the democratic support team:

**Contact** Neil White  
**Tel/Email** Tel: 01902 0181 or [neil.white@wolverhampton.gov.uk](mailto:neil.white@wolverhampton.gov.uk)  
**Address** Democratic Support, Civic Centre, 1st floor, St Peter's Square,  
Wolverhampton WV1 1RL

Copies of other agendas and reports are available from:

**Website** <http://wolverhampton.moderngov.co.uk/>  
**Email** [democratic.support@wolverhampton.gov.uk](mailto:democratic.support@wolverhampton.gov.uk)  
**Tel** 01902 555043

Please take note of the protocol for filming, recording, and use of social media in meetings, copies of which are displayed in the meeting room.

Some items are discussed in private because of their confidential or commercial nature. These reports are not available to the public.

# Agenda

## Part 1 – items open to the press and public

*Item No.*    *Title*

### MEETING BUSINESS ITEMS

- 1            **Apologies**
- 2            **Declarations of interest**
- 3            **Minutes of previous meeting** (Pages 3 - 6)  
To approve the minutes of the previous meeting as a correct record.
- 4            **Matters arising**  
To consider any matters arising from the minutes.

### PRE-DECISION SCRUTINY

### DISCUSSION ITEMS

- 5            **Equality Framework for Local Government** (Pages 7 - 24)  
To consider the April 2017 report of the Local Government Association's Equality Peer Challenge of the Council.
- 6            **Equality in Employment Monitoring Report 2016/17** (Pages 25 - 52)  
To consider the Council's Equality in Employment Monitoring Report 2016/17.

# Confident, Capable Council Scrutiny Panel

Agenda Item No: 3

## Minutes - 15 March 2017

### Attendance

#### Members of the Confident, Capable Council Scrutiny Panel

Cllr Alan Bolshaw  
Cllr Jacqueline Sweetman  
Cllr Caroline Siarkiewicz  
Cllr Andrew Wynne (Vice-Chair)  
Cllr Rita Potter (Chair)  
Cllr Payal Bedi-Chadha  
Cllr Mary Bateman  
Cllr Paula Brookfield  
Cllr Dr Michael Hardacre  
Cllr Louise Miles  
Cllr Udey Singh  
Cllr Ian Brookfield

#### Employees

Colin Parr	Head of Governance
Arif Sain	Equalities Manager
Julia Cleary	Systems and Scrutiny Manager
Claire Nye	Chief Accountant
Neil White	Scrutiny Officer

---

## Part 1 – items open to the press and public

*Item No.*    *Title*

- 1 Apologies**  
There were no apologies given.
- 2 Declarations of interest (15 March 2017)**  
There were no declarations of interest recorded.
- 3 Minutes of previous meeting**  
That the minutes of the meeting held on 11 January 2017 be approved as a correct record and signed by the Chair.
- 4 Matters arising**  
There were no matters raised.

## 5 **Equality in Employment Monitoring Report**

Colin Parr, Head of Governance and Arif Sain, Head of Equalities and Diversity submitted two Equality in Employment Monitoring reports for 2015-16 and for October 2016-December 2016. Both reports provided an analysis of workforce data for their respective period for all staff excluding schools staff.

The Head of Governance advised that the reporting of equalities data throughout the council was now more robust and the reports showed the level of data that could be populated. This level of data was being considered by an internal working group on a regular basis so that patterns and trends could be ascertained at an early stage with corrective action taken where needed. It was further being considered by the Council's Equality Advisory Group at each of its meetings.

The panel agreed that it would like to see the future annual reports on the equality monitoring data at its meetings, with an analysis of the key issues extrapolated from the trends from the data and how the Council has dealt with these issues.

The panel raised a number of specific queries from the data in the reports. The Head of Equalities and Diversity advised that the Council's workforce equalities strategy was developed by looking at key issues such as those raised and working out the best approach whether reactive or proactive to best progress the issues. The Council was seeking to become an Excellent authority under the Local Government Association Equalities framework.

In response to a question, the Head of Governance stated (which has been confirmed post meeting by Human Resources) that all members of staff have the opportunity to have an exit interview.

The Panel queried the number of apprentices that the council employed and the council's policy on apprentices. It noted that there was currently a review group looking at this issue which would report its findings in the summer.

**Resolved** – that (A) the Annual Equality in Employment Monitoring Reports for future years be submitted to future meetings with an analysis of the key issues extrapolated from the trends within the data and how the Council had dealt with these issues, and

(B) the Panel be updated on the numbers of staff being dismissed on medical capacity and whether reasonable adjustments are explored where the employee involved has a disability.

## 6 **School Admission Appeals - Update on Service Level Agreements**

Julia Cleary, Scrutiny and Systems Manager updated the Panel on the concerns expressed by the Panel at its meeting on 16 November 2016 regarding the Council's School Admissions Appeals Clerking Service.

The Scrutiny and Systems Manager commented that in respect of the increase in fees for clerking services the Council incurred considerable costs in dealing with admission appeals on behalf of schools, particularly when hearings did not go ahead as planned and the fee income generated in 2016/17 had not been sufficient to cover the associated staffing and administrative costs.

The Scrutiny and Systems Manager advised that the 2017/18 fees had been set to generate a further £20,000 income based on anticipated fee volumes that should fully cover the costs of service provision. However, this would be monitored throughout the year.

In respect of the Panel's concern that this increase could discourage schools from buying into the service there was no evidence, at this stage, to suggest this as the council fees were very competitive compared to private legal firms.

Panel members considered which schools had received the most appeals and requested that they receive a briefing note on the percentage uptake of appeals for each of the schools that had received applications for appeals.

Concern was expressed as to whether the costs of appeals should be paid for by the Admissions Authority or the individual school by this would require a change in legislation.

**Resolved** that the Panel members receive a briefing note on the percentage uptake of appeals for each of the schools that had received applications for appeals.

## 7 **Budget Update and Review**

Claire Nye, Chief Accountant submitted information about the Council's finances that had been reported to either the Cabinet and/or Cabinet (Resources) Panel since the last update to the Panel.

The Chief Accountant drew the attention of the Panel to the nine reports focussing on the Council's finances that had been received by Cabinet and the three reports received by Cabinet (Resources) Panel, since the last update to the Panel on 16 November 2016.

The Chief Accountant advised that following the Government's announcement at the 2017 Spring Budget, a report was going to the next meeting of the Cabinet that would seek to adjust the Council's gross expenditure and income budgets to reflect an additional Adult Social Care funding in 2017/18 of £6.402 million.

The Panel agreed that the details of this funding changed be included within a future budget update to the Panel.

In response to a question, the Chief Accountant confirmed that when the Council received details of the other funding changes announced in the budget such as additional funding for work to reduce domestic violence, the effects of those for the Council would be reported to the Cabinet (Resources) Panel.

**Resolved** that details of the additional Government funding for Adult Social Care be included within a future budget update to the Panel.

- 8 **Outcome of the Local Government Association Finance Peer Review - update**  
Claire Nye, Chief Accountant submitted a report detailing the progress that had been made on the action plan from the recommendations of the Local Government Association (LGA) Finance Peer Review final report of June 2016.

The Chief Accountant advised that the Peer Team's key recommendations to the Council were to:

- Review and refresh the strategic narrative for addressing the budget deficit so there is further clarity on aspirations, ethos and work streams.
- Revisit and review some of the assumptions and approaches in the financial strategy so that they better reflect and support the future ambitions of the Council.
- Review the Medium Term Financial Strategy risk on the Strategic Risk Register.
- Continue the work on developing the alignment, linkage and interdependency of the financial strategy and information with other plans and processes.
- Make the approach to capital programming more robust.
- Further consider the balance, emphasis and pace between the different components of the financial strategy going forward.

The Chief Accountant added that the action plan arising from these recommendations was approved by Cabinet on September 2016 and considered by the Panel at its meeting on 14 September 2016.

The Chief Accountant stated that work was continuing to progress the action plan. The LGA have been invited back in June 2017 to carry out a short review into progress since their report and to consider progress on the action plan. A further update would be provided to the Panel after that has taken place.

9 **Chair's Thanks**

The Chair thanked the members of the Panel and the Scrutiny Officer for all their hard work and contribution to the Panel during the Civic Year.

The Panel expressed its thanks to the Chair for the way she had chaired the Panel's meetings during the year.



**Equality Peer Challenge**  
**City of Wolverhampton Council**

**Report**  
**April 2017**



## 1. Background

City of Wolverhampton Council (CWC) asked the Local Government Association to conduct an Equality Peer Challenge against the Achieving level of the Equality Framework for Local Government. The peer team were onsite from 3<sup>rd</sup>- 6<sup>th</sup> April 2017. This report is a summary of the peer team's findings. The Peer Challenge is designed to validate a council's own self-assessment by considering documentary evidence and carrying out a series of interviews and focus groups with employees and other stakeholders.

The basis for the Peer Challenge is a benchmark against five areas of performance. They are:

- Knowing your communities
- Leadership, partnership and organisational commitment
- Involving your communities
- Responsive services and customer care
- A skilled and committed workforce

The Peer Challenge is not an inspection, rather it offers an external assessment by critical friends who have experience of delivering an equality/diversity agenda in their own councils.

Peers were:

Councillor Ross Willmott – Leicester City Council
Nagina Kayani - Barnardo's
Gary Oakford – Merseyside Fire and Rescue Service
Chris Slater – West Sussex County Council (Shadow peer)
Gill Elliott – Local Government Association

The team appreciates the welcome and hospitality provided by the Council and would like to thank everybody that they met during the process for their time and contributions.

Following this Equality Peer Challenge, we have reached the following conclusion:

**City of Wolverhampton Council has completed a satisfactory self-assessment against the criteria for the Achieving level of the Equality Framework.**



## Summary

There is a clear ambition within the Council to reach the 'Excellent' level of the Equality Framework for Local Government. This ambition should help CWC to sustain momentum on equality. In the meantime, the Council should celebrate its successes more and continue to evidence what it is achieving. Having gained the "Achieving" level it now needs to consider a realistic timetable for getting to "Excellent" and the resources required.

Within the Council there is strong senior level commitment to the equality and diversity agenda. The Leader and other Members are well engaged on equality, especially the Member Equalities Advisory Group. There is a clearly defined organisational structure for the delivery and accountability of the Council's equality agenda with a Strategic Equalities Board (SEB), directorate equality groups and equality champions. Within the Council equality is very much outcome focused and performance managed. All 56 Service teams have produced service equality plans which are monitored and reported to the Strategic Equalities Board (SEB).

CWC makes good use of evidence and data to support its vision for equality and in the City and for developing and improving services. The data collected is comprehensive and from a wide range of sources including Police and Health partners. Equality Impact Assessments are embedded in the organisation. Given its impressive use of data and intelligence, the Council might wish to consider producing a State of the City report at a future date which can help to inform residents and partners.

CWC's dialogue with its communities is clearly changing. It is increasingly valuing communities of interest as experts to influence and inform its decisions and plans. The Council uses a range of engagement structures that enable it to interact with its diverse communities. Wolverhampton is a City of Sanctuary. CWC will need to continue working on community cohesion issues as the migrant and refugee population increases in the future. Prevent is sometimes poorly received by the communities and there is evidence that some hate crime has been directed towards recent refugees and migrants.

Frontline staff reported a clear shift in the culture of the organisation to one with a strong focus on the needs of the end user. They also recognise that the Council is moving from a consultation and delivery model to one where there is co-design and co-production of services with service users. An example of this is the new customer contact centre which was impressive. Its design involved a range of different groups including wheelchair users and the British Sign Language Society.

CWC has robust mechanisms for embedding equality and into commissioning and procurement. Going forward, Services could do more to assess customer

needs from a multiple identity perspective. There is some evidence of this starting to happen, but this needs building on to ensure greater impact.

CWC has some very good workforce measures. There are a range of progressive workforce policies and health and the well-being of staff is clearly important to the organisation. The human resources (HR) team is able to generate comprehensive workforce data via the Qlikview system which is reported to the SEB. The Council is aware that it has more to do on workplace representativeness for black and minority ethnic staff (BAME) and staff with disabilities, particularly at senior levels and it has started taking action to address this. A new Workforce Equality Strategy has been developed with input from the staff equality networks. These are relatively new forums but their members already feel that they are able to influence the Council. Relationships between management and the Trade Unions are good and they work well together on issues like reasonable adjustments and sickness absence.

The Council is clearly very keen to encourage new talent into the organisation. It is introducing a new Apprenticeship Strategy which aims to provide opportunities for diverse groups including care leavers. A local graduate scheme could also enable better promotion of diversity. Customer Services appears to be a talent pipeline into the rest of organisation, and increasing the diversity of front facing staff will help to provide a supply of diverse employees as they move through the organisation.

2. The Council made the following observations on the impact of the peer challenge:

### **3. Detailed findings**

#### **3.1 Knowing your communities**

##### **Strengths**

There is good use of evidence and data to support Council vision. Data collected is comprehensive and from a wide range of sources including Police and Health partners. Data from partnerships is being effectively used to understand a broader picture of the city and local areas and there was evidence that wherever possible data is updated and shared. The Drug and Alcohol Programme and the Healthy Child Programme both incorporate service data.

The Council has a detailed understanding of issues affecting communities including mental health, substance misuse, homelessness and youth crime. GIS mapping is used to correlate deprivation & demographics providing a sophisticated understanding of changing needs of communities and communities of interest. There is high quality data from schools, for example around the educational needs of Afro-Caribbean boys. The Joint Strategic Needs

Assessment (JSNA) used data on young people with special educational needs disabilities (SEND) to consider if they were ready for work. This instigated apprenticeships for people with SENDs within the Council. There is very good understanding of health inequalities and excellent practice in joint working to tackle these issues.

There is effective analysis of data and knowledge of customer needs which is used to improve services. Economic and health data, and user experience interviews have informed service co-design/co production for homelessness, older people, and people with autism. Qualitative data gathered from consultation exercises has fed into projects such as a day centre redesign which was prompted by service users. Data is mapped and interpreted and resources are targeted to areas identified as priorities or where there are gaps in services. The Insight Team provides effective support for data needs for services and communication campaigns.

Members and particularly the Equality Advisory Group have a good knowledge of their communities. The Leader chairs the West Midlands Strategic Migration Partnership which works on behalf of Central and Local Government and local communities in order to resolve issues relating to migration. He understands the issues of community cohesion, refugees and migrants, particularly the latest data and how Wolverhampton is affected by regional and national developments. Wolverhampton works closely with the other local authority members in responding to needs of refugees and asylum seekers and the Partnership seeks to influence government policy and practice.

### **Areas for consideration**

The Council could do more to evidence its work with groups not protected by legislation such as ex- armed forces, ex-offenders and carers. It could also better articulate and demonstrate when/how it takes multiple equality characteristics into account. There was some evidence of this, for example, there is data to show that south Asian children have a higher proportion of disabilities.

Given its very good collection and use of a wide range of data and intelligence, the Council might wish to consider producing a State of the City report at a future date which can help to inform residents and partners.

The Council needs to consider how well its Community Safety Team responds to “rapid changes” on the ground. Intelligence from communities is vital and ward co-ordination plays a key role in gathering and reporting this.

## 3.2 Leadership, partnership and organisational commitment

### Strengths:

There is strong senior level commitment and oversight of the equality and diversity agenda. Corporate and financial plans are supported by high level Equality Impact Assessments (EIAs) and there is broad consultation to withstand judicial review. Equality is very much outcome focused and performance managed within the Council. All Service teams have produced service equality plans which are monitored and reported to the Strategic Equality Board (SEB).

The Council's public response to incidents of hate crime post Brexit was very positive with a "Hope not Hate" message. In addition, Councillors publicly demonstrated their support for the Lesbian Gay Bisexual Transgender (LGBT) community after the Orlando nightclub atrocity in 2016. Communication to staff and residents about diversity events/celebrations such as Diwali, Eid and Easter is high profile via the website and the intranet. Staff are made aware of events such as Mental Health Awareness Day and Trans Day via an on-line diversity calendar. Community Safety are involved in planning the second Pride event. Three Members even took part in a public challenge to lose weight in support of a Public Health initiative on obesity.

Partnership working is highly valued e.g. the Refugee and Migrant Centre. The Council also has a senior presence on key city forums e.g. Community Cohesion Forum. The Council is using its leadership role in the community to create a shift with partners. It has invested in the local college and is using its influence to drive skills improvement. Members now hold the Chair and vice-Chair positions on the Board of the college. Members are well engaged on equality. The member Equality Advisory Group (EAG) which meets four times a year looks in detail at issues and supports diversity events. Its attitude to equality is very positive and its members recognise there is more to be done and are keen to play a role.

The Council has a clearly defined organisational structure for the delivery and accountability of its equality agenda, which includes the SEB. Each directorate has an equality group and an equality champion. There are also equality forums for race, religion, gender, age, maternity and paternity and disability and LGBT staff. Their members feel that they have a good level of engagement with management and that they are able to influence policies.

The Council has clearly invested in equality and diversity. As well as the established equalities posts it has brought in an interim equality specialist. He is well regarded and has had a positive impact on the organisation. There is a clear ambition within the Council to reach the 'Excellent' level of the Equality Framework for Local Government.

There are robust mechanisms for embedding equality and into commissioning and procurement and monitoring. The Wolverhampton Procurement Charter which all of CWC's contractors sign up to attributes 10% of its scoring to issues relating to equality and diversity. The Charter and accompanying commissioning and procurement cycle seek to ensure that social value is considered by partners in purchasing goods and services. The Charter also sets out measures to increase employment, health and well-being and environmental outcomes for all residents in the City. The integration of this approach with the economic inclusion agenda within the Council aims to ensure that those facing multiple-barriers to employment are provided with the opportunities for training, work experience and mentoring that supports their pathway to work. Equalities issues are certified during commissioning, before a specification is drawn up.

### **Areas for consideration:**

It will be important for CWC to sustain momentum on equality as the expectations of staff, residents and partners have been raised. It should celebrate its successes more and continue to evidence what it is achieving. Having gained the Achieving level it now needs to consider a realistic timetable for getting to "Excellent" and the resources required. At Excellent, equality will be embedded throughout the organisation and there will be evidence of really good outcomes across major services and from partnerships and engagement with communities.

CWC could improve its communication with partners about specific Council vision and initiatives so that they can share in the vision. An example of this is the "One Council" initiative.

### **Involving your communities**

#### **Strengths**

CWC's dialogue with its communities is changing. It is increasingly valuing communities of interest as experts to influence and inform council decisions and plans. For example, there was engagement with communities about what they wanted to get out of capital investment by the Council which led to new homes planned being made as affordable as possible.

CWC has a range of engagement structures that enable it to interact with its diverse communities. The Community Safety Team highlighted progress on monitoring tensions in the City via contact lists, the Community Cohesion Forum and elected members. The launch of the Poverty Truth Commission has been a way of engaging with a wider group of people to influence policy.

CWC is engaging with new communities including Kurdish and Syrian communities as well as the more established Sikh and African-Caribbean

communities. The Council is planning for a Wolverhampton Diversity Partnership with its key priorities to be decided by the community.

There is evidence of a wide range of engagement/consultation methods – meetings, door knocking, social media, website surveys, and Experts by Experience. Early engagement with service users and the community including disabled groups is helping in the design of services.

There are examples of some good engagement with young people. The Youth Council gave positive feedback about CWC. The Make Your Mark campaign resulted in nearly 6000 young votes being cast on what should be debated in Parliament. There is a seat for a young person on the scrutiny panel. The Youth Zone works with young people aged 19-25 with disabilities, helping them to gain jobs. At least one disabled youth has been helped into work through the Youth Zone. The Council have also been successful in attracting further funding from the Big Lottery to support the Headstart Programme over the next five years. Its aim is to develop resilience amongst young people.

The Hope Centre is a great example of the Council supporting the community to help itself. It provides a safe and welcoming place for young people from deprived communities to make friends, learn and make positive plans for their future. The centre is run on a small budget provided by several funders including the National Lottery, Children in Need and help in kind from the Council. The Council is also well engaged with the Refugee and Migrant Centre the Guardian Charity Awards winner in 2016. A Public Health project to screen for tuberculosis is run from the Centre.

### **Areas for consideration**

Wolverhampton is a City of Sanctuary. CWC will need to continue working on community cohesion issues as the migrant and refugee population increases in the future. PREVENT is sometimes poorly received by the communities and there is evidence that some hate crime has been directed towards recent refugees and migrants. It should continue developing processes for engaging with emerging or less visible communities. The Faith Covenant which the Community Safety Team are leading on is not widely known about by voluntary organisations.

There are concerns over the sustainability of some 3<sup>rd</sup> sector organisations like the Hope Centre and the Refugee and Migrant Centre. The Migrant Centre is operating at full capacity with very little resources. Should it be unable to continue to offer its services there would be significantly more demand placed on the Customer Contact Centre. RMC staff have developed valuable skills and knowledge for working with migrants in the city as well as having their trust and confidence. There is great reliance placed on the goodwill of these organisations

in the city but they are having to consider their capacity to continue delivering in the future.

CWC should continue to improve its engagement with the business community and the voluntary and community sector. It should consider how employers other than contractors can be encouraged to engage with the equalities agenda.

### **3.4 Responsive services and customer care**

Managers and frontline staff see a clear shift in the culture of the organisation to a much stronger focus on the needs of the end user. They also recognise that the Council is moving from a consultation and delivery model to one where there is co-design and co-production of services with service users. Service equality plans are in place and are being used to deliver equality outcomes. They are also helping managers to articulate equality outcomes for their teams.

EIAs are well embedded in the organisation. There is a high level of awareness of the usefulness and legal requirement for EIAs by staff at all levels of the organisation. Managers believe that they add value and can make tangible differences to policy and commissioning activity.

Service managers and front line staff were easily able to articulate examples of accessible and responsive services including:

- bereavement services for different faiths
- playgrounds for children with disabilities
- housing developments
- children's Services
- services to help disabled people back into work
- work with the traveller community, including a home education officer
- respite centre for people who are transgender, pregnant or likely to be put into care

The new customer contact centre was impressive. Its design involved a range of different groups including wheelchair users and the British Sign Language Society. Contact centre staff have had training around safeguarding, Prevent and child sexual exploitation. They understand the pathways for escalation of issues to Social Services, the Multi Agency Service Hub (MASH)

CWC could consider establishing two tier system for 3<sup>rd</sup> party hate crime reporting sites. There are a number of sites in the City that are part of a wider 3<sup>rd</sup> party reporting network that are advertised. Some partner organisations do not want to be part of the network, but will have reporting facilitates, publicise internally and will feed into the intelligence around incidents.

The Council is keen to ensure that digital transformation will not be at the expense of face to face and telephone contact with customers. Its “Digital by Design initiative has undertaken to ensure that there will always be alternative ways to contact and engage with the council for residents and customers who are unable to use or access the internet and web based services.

Contractors understand diversity issues and reported that that their workforces are representative of the local population. Both Gough Ltd and Speller and Metcalfe are helping disabled people and care leavers into work. Disabled access is monitored by the Access Officer with their building surveyors to ensure that accessibility standards are met.

### **Areas for consideration**

Services are sharing information/knowledge and experience with other parts of the council, partners and in regional forums for example around about hoarding and self-neglect. However, peers felt that there could be more opportunities for staff across different functions to learn about services that impact on their own and to hear about good practice in other areas. For example, staff in Bereavement Services were unaware of the work that educational psychologists do in schools after the death of a child death in the city.

The Unconscious Bias training has been so well received that CWC should consider expanding it to include all staff to support service delivery without bias.

Services could do more to assess customer needs from a multiple identity perspective, to be able to address the complexity of barriers and issues faced by individuals due to multiple identities. There is some evidence of this starting to happen, but this needs building upon to ensure greater impact that is measured at ‘Excellent’.

The Customer Contact Centre was impressive but there was no provision for children and nothing there to keep them occupied.

## **3.5 A skilled and committed workforce**

### **Strengths**

There is clear evidence of positive cultural change in the organisation in recent years. As one member of staff said “Everybody gets PRIDE”. There is a really positive “can do” attitude amongst staff which has been helped by the regeneration they can see taking place in the city. Staff feel encouraged to contribute good ideas via initiatives like “100 ideas in 100 Days”. They also feel supported by their managers. Child care and other caring needs are acknowledged and there were many examples of where staff are supported to



take advantage of flexible working policies. There is a strong anti-bullying culture within the Council.

The Qlikview system is impressive and can generate comprehensive workforce data for line managers and HR. Trends are well analysed and an annual workforce report is produced including how the Council is addressing issues highlighted by the data. The report goes to the Strategic Equalities Board.

The organisation recognises that its workforce is not representative and has begun to take action this. Initiatives include ensuring that where possible recruitment panels are diverse and have at least three members and a forthcoming trial of anonymised applications and shortlisting. Recruitment consultants have also been instructed to produce diverse shortlists for senior posts. They are complying with this instruction, although it has not yet had a significant outcome.

Staff Forums are a recent and welcome development, led by the organisation. Staff involved in the Equality Forums feel that they can influence the Council and make a real difference. They have been involved in reviewing HR policies and in developing the objectives in the new Workforce Equality Strategy. Staff attend across the different forums and report a positive and safe working environment.

There is a good range of learning and development opportunities for staff around equality, some of which is mandatory e-learning. Unconscious Bias training has been really well received and all the staff whom peers spoke to were very enthusiastic about it. The appraisal process is viewed positively by staff and managers. Staff value appraisals as an opportunity to discuss their objectives and training needs. They feel supported to develop their careers and value the development opportunities that are available.

There are positive working relationships with the Trade Unions (TU). Trade Union representatives said they were always well briefed by management about restructuring exercises prior to any consultations commencing with staff. They feel that the Council handles issues like restructuring and redeployment well and that they receive good workforce data to support proposals that are being made. HR, Occupational Health and the TUs make joint decisions about requests for exemption from management of absence triggers by staff with disabilities or recovering from serious illnesses.

The Council has some very progressive workforce policies. Staff reported that there was now greater recognition that some people work outside core hours. Improved provision by information technology of laptops and tablets is supporting better work-life balance, by enabling more home and agile working. There is a good focus on staff health and wellbeing with a range of support structures in place to promote a healthy lifestyle for employees. Staff can benefit from physiotherapy, counselling, health checks as well as exercise and yoga classes.

There is a Cycle to Work Scheme and Council owned bikes are also available for staff to use as part of their work.

### **Areas for consideration**

The workforce is not yet representative of the community for BAME and disabled staff, particularly at a senior level. The Council is keen to address this and has started several initiatives. It might also wish to consider how positive action legislation and use of soft targets/milestones could improve representation. There may also be ways to use its leadership development programmes to increase representation at senior levels. Mentoring and shadowing opportunities could be improved and made available to all staff.

The Council is also very keen to encourage new talent into the organisation. It is introducing a new Apprenticeship Strategy which aims to provide opportunities for diverse groups including care leavers. It will be important to collect equality data for apprentices. Currently, the National Graduate Development programme at CWC may not reflect Wolverhampton's diversity. The scheme is outside the control of HR and there is no mechanism to promote the diversity of graduates on the scheme. A local graduate scheme could enable better promotion of diversity as well as an employment outreach programme to develop future applicants. Customer Services appears to be a talent pipeline into the rest of organisation. Increasing the diversity of front facing staff will help to increase accessibility to services for diverse communities as well as providing a supply of diverse employees as they move through the organisation.

Reasonable adjustments are generally handled well, but peers were told that there can be a lack of consistency of provision across the organisation depending on the line manager. Disability disclosure rates are low across the organisation despite incentives for staff to complete paper requests or change their own record online.

CWC should introduce equality and diversity questions and demographic data to analyse results of staff surveys by different groups. It might also like to consider a formal system of exit interviews to explore if there are any underlying issues from leavers.

## Next steps

We appreciate you will want to reflect on these findings and suggestions with your political and senior managerial leadership in order to determine how the Council wishes to take things forward.

As part of the peer review process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this.

**Helen Murray, Principal Adviser for the West Midlands**, is the main contact between your authority and the LGA. Her contact details are: email: [helen.murray@local.gov.uk](mailto:helen.murray@local.gov.uk) and Tel: 07884 312235.

In the meantime, we are keen to continue the relationship we have formed with you and colleagues through the peer review. We will endeavour to provide additional information and further signposting about the issues we have raised in this report to help inform your ongoing consideration.

**Contact: Gill Elliott**  
**Peer Support Adviser**  
**Local Government Association**  
Tel No – 07747 753263  
E-mail [gill.elliott@local.gov.uk](mailto:gill.elliott@local.gov.uk)

Local Government House  
Smith Square  
London SW1P 3HZ  
Telephone 020 7664 3000  
E-mail: [info@local.gov.uk](mailto:info@local.gov.uk)  
[www.local.gov.uk](http://www.local.gov.uk)

On behalf of the Peer Challenge Team.

## **Appendix – Feedback Slides**

### **Knowing your communities**

#### **Strengths:**

- Good use of evidence and data to support Council vision
- Data collected is comprehensive & from wide range of sources, (police, health)
- EAG members have a good knowledge of their communities
- Good evidence of detailed understanding of issues affecting communities e.g. JSNA, mental health, substance misuse, homelessness, migrant communities, youth crime GIS mapping used to correlate deprivation & demographics
- Sophisticated understanding of changing needs of communities and communities of interest.
- Data is mapped and interpreted and resources are targeted to areas identified as priorities
- Good use is made of economic and health data; user experience interviews for homelessness, older people, autism –used to inform service co-design/co production
- Insight Team provide effective support for data needs for services and communication campaigns

#### **Areas for consideration:**

- To what extent is the Council evidencing its work with groups not protected by legislation such as ex- armed forces, ex-offenders, carers?
- Need to better articulate and demonstrate when/how multiple characteristics are taken into account
- Consider a State of the City report at a future date
- How does Community Safety Team respond to “rapid changes” on the ground – intelligence from communities is vital and ward co-ordination plays a key role

### **Leadership, partnership and organisational commitment**

#### **Strengths**

- Strong senior level commitment and oversight of E&D agenda e.g. Positive response to Hate Crime post Brexit
- Members well engaged, look in detail at issues and support diversity events
- Equality is outcome focused and performance managed- 56 service equality plans
- A clearly defined organisational structure for delivery and accountability

- Investment in E&D – interim specialist, has had impact & well regarded
- Clear ambition to reach ‘Excellent’
- Partnership working is highly valued e.g. Refugee/Migrant Centre
- Investing in local college –securing chair & vice chair to have influence to drive skills improvement
- Communication on range of diversity events/celebrations
- Senior presence on key city forums e.g. community cohesion ,
- Staff forums established, good level of engagement. Feel able to influence
- Robust mechanism for embedding E&D into commissioning and procurement and monitoring- Wolverhampton Procurement Charter.
- EIAs are embedded in decision making processes
- Evidence of cultural change in the organisation

### **Areas For Consideration**

- Consider possibility of EAG becoming a formal scrutiny panel – role could be bigger than just advisory
- Sustaining momentum on equality as expectations have been raised
- Consider timetable for moving to Excellent and resources required
- Better communication with partners about specific Council vision and initiatives e.g “One City”

### **Involving your communities**

#### **Strengths**

- Council is engaging with new communities including Kurdish and Syrian communities as well more established Sikh and African –Caribbean communities
- Evidence of a wide range of engagement/consultation methods – meetings; door knocking; social media; website surveys method; Experts by experience -
- Good engagement with young people e.g. Youth Council; make your mark campaign; seat on scrutiny panel; disabled youth helped into work through the Youth Zone
- Early engagement with service users/community/disabled groups in design of services
- Changing dialogue with communities – valuing communities of interest as experts to influence and inform council decisions and plans
- Community Safety Team highlighted progress on monitoring tensions in the City via contact lists, Community Cohesion Forum and elected members
- Council is planning for a Wolverhampton Diversity Partnership with its key priorities decided by the community
- Launch of the Poverty Truth Commission has been a way of engaging with a wider group of people to influence policy

- Hope Centre is a great example Council supporting community to help itself.
- Council is well engaged with Refugee/ Migrant Centre

**Areas for consideration:**

- Consider community cohesion as the migrant and refugee population increases
- Need to continue developing processes for engaging with emerging communities
- Faith Covenant is not widely known by voluntary organisations
- Concerns over sustainability of some 3rd sector organisations like the Hope Centre
- Continue to improve engagement with the business community – how can employers other than contractors be encouraged to engage with the equalities agenda?

**Responsive services and customer care**

**Strengths**

- Many examples of accessible services to diverse communities.
- Council moving from consultation & delivery to co-design and co-production of services with service users
- Front line staff see clear shift in culture to strong focus on needs of the end user
- Service Equality Plans helping Services to better articulate equality outcomes for managers & their teams
- Design of the customer contact centre involved a range of different groups.
- Establishing a 2 tier system for 3<sup>rd</sup> party reporting sites in response to partner request
- Contact centre staff understand pathways for escalation to Social Services, MASH
- Services are sharing information/knowledge and experience with other parts of the council, partners and in regional forums e.g. Hoarding & self-neglect
- Digital transformation will not be at the expense of face to face and telephone contact “Digital by Design”
- Contractors have good understanding of diversity- Speller Metcalfe/Gough Group are helping disabled people and care leavers into work. Disabled access is continually monitored by their building surveyors

**Areas for consideration:**

- Expansion of unconscious bias training to all staff to support service delivery without bias

- Provide more opportunities for staff across different functions to hear about good practice in other areas
- Assess customer needs from a multiple identity perspective
- Provision for children in the customer contact centre – nothing there to keep them occupied

## **A skilled and modern workforce**

### **Strengths:**

- Workforce Equality Strategy has objectives developed with staff forums
- Recognition that workforce is not representative and action started to address this
- Comprehensive workforce data can be generated by Qlikview
- Staff forums involved in reviewing HR policies
- Unconscious Bias training well received
- Wide range of equality training offered to staff (mandatory E&D) e-learning
- Everybody gets 'PRIDE'
- Appraisal viewed positively by staff and managers- development opportunities available
- Positive working relationship with Trade Unions
- Progressive policies and improved IT are supporting better work-life balance
- Good support for health & wellbeing
- Customer Services –talent pipeline into rest of organisation
- New Apprenticeship Strategy aims to provide opportunities for diverse groups including care leavers

### **Areas for consideration:**

- Workforce representation for BAME, particularly at senior level
- Consider how positive action legislation/soft targets/milestones could be used to improve representation
- Improve mentoring & shadowing opportunities
- Improve disability disclosure rates
- Collection of E&D data for apprentices
- Consider how leadership development programme can increase representation at senior levels
- Graduates not representative of community diversity – local graduate scheme could address this
- Employment outreach programme to develop future applicants.
- Consistency of provision of reasonable adjustments across the organisation
- Introduce E&D questions and demographic to analyse results by different groups in staff surveys
- Exit interviews to establish underlying issues

This page is intentionally left blank



**CITY OF  
WOLVERHAMPTON  
COUNCIL**

**Equality in Employment Monitoring Report  
2016 - 2017**

## Index

1. Introduction .....	3
2. Scope of the Equality Monitoring Report (Employment).....	3
3. Overview of the Workforce .....	4
4. Pay and Grading with characteristic breakdown.....	5
5. Promotion .....	6
6. Training.....	6
7. Grievance and disciplinaries.....	7
8. Employees leaving the Council.....	7
Appendix - Action Plan .....	23

## **City of Wolverhampton Council**

### **Equality in Employment Monitoring Report 2016- 2017**

#### **1. Introduction**

The Equality Act 2010 replaced previous anti-discrimination laws with a single Act. It simplified the law, removing inconsistencies and making it easier for people to understand and comply with. It also strengthened the law in important ways to help tackle discrimination and inequality.

The public sector Equality Duty came into force on 5 April 2011. The Equality Duty is supported by specific duties which require public bodies to publish relevant, proportionate information demonstrating their compliance with the Equality Duty and to set themselves specific, measurable equality objectives.

Under the Equality Act 2010, people with protected characteristics are protected from discrimination. There are nine protected characteristics;

- Age
- Disability
- Gender reassignment
- Marriage and civil partnerships (but only in respect of eliminating unlawful discrimination)
- Pregnancy and maternity
- Race – this includes ethnic or national origins, colour or nationality
- Religion or belief – this includes lack of belief
- Sex
- Sexual orientation

#### **2. Scope of the Equality Monitoring Report (Employment)**

The 2016 - 2017 Equality Monitoring Report provides an analysis of workforce data for the period 1 April 2016 to 31 March 2017 for all staff (excluding schools staff). The statutory requirements of the Equality Act 2010 have been considered in producing this report and in compliance with the requirements of the Act this report will be made accessible to the public via the council's website.

Section 3 of the report gives an overview of the workforce.

Section 4 provides information on pay and grading with characteristic breakdown.

Section 5 contains data on promotion opportunities.

Section 6 gives details of training.

Section 7 gives an analysis grievance and disciplinaries.

Section 8 contains data about employees leaving the Council.

### 3. Overview of the Workforce

During the monitoring period of 1 April 2016 to 31 March 2017 on average the Council employed 4,368 staff (excluding schools staff). As of 31 March 2017, there were 4305 employees, this is a decrease in staff reported numbers (4546) in 2015/2016.

The proportion of women in the workforce has remained similar this period at 71.66% compared to 2015/2016 (71.45%) reporting period. The gender split trend over the last three years has remained consistent at approximately 72% female and 28% male making up the workforce.

National census data shows that the working age population has been consistent with midterm estimates for 2014 (159,356) and 2015 (159,746). Wolverhampton census data for midterm estimates (2015) shows a relatively even split in terms of gender for the working age population 50.07% male and 49.92% female.

Women make up the higher percentage of the workforce in the lower graded posts of grade 1 to 4 with 89.85% of women paid a grade 2 salary. Women still remain the higher percentage of part time workers in the workforce at 87.68%. Women also make the higher percentage of zero hour workers at 245 (57.78%) whilst male workers equate to 179 (42.22%).

The Black Asian Minority Ethnic (BAME) composition of the working age population in Wolverhampton is 36% (2011 census). The proportion of BAME staff in the overall workforce has increased slightly from 2015/2016 to 24.18% (or 1056 BAME staff). There has been a steady increase of the proportion of BAME employees in the workforce over the last three years from 22.99% in 2013/14 and 23.89% in 2015/16.

There have been a number of drives in 2015, 2016 and currently in 2017 to capture equality data, gaps in ethnicity data have reduced from 7.91% 'not known' in 2014/15 to 4.24% in 2015/16. However there has been a slight increase in the 'not known' for 2016/2017 at 5.86%. As of May 2017, the current drive has shown an increase in 'not known' data to 7.27%. This will be continually monitored in anticipation of improvements in equality data.

The proportion of disabled staff in the workforce has declined slightly this reporting period to 1.83% from 1.91% in 2015/2016. However there has been a stark increase in percentage of 'not known' data this period at 10.59% from 4.49% in 2015/2016 (6% increase). Census data (2011) shows that 8% of the active Wolverhampton working population are deemed disabled. Gaps in equality data will continue to be monitored (see appendix for action plan).

The data relating to age remains comparable again in this year's monitoring report to 2015/2016. As with previous years, most employees (60.71%) are in the 40 – 59 age group with 58.10% of the workforce aged 40 years or below. This falls in line with the Census data (2011) which shows that most of the working population age is between 30 to 44 (20.6%) followed by 35 to 59 age group (18.3%).

The increase trend we saw on the proportion of employees over the age of 70 in 2015/2016 has remained consistent at 1.4 %.

#### **4. Pay and Grading with characteristic breakdown**

The current workforce breakdown highlights that there are 733 (25.97%) male employees in grades 1 to 5; with 444 (33.71%) male employees in grade 6 to 9 and 34 (48.57%) male employees in grade 10 and above. The highest proportion of males (75.81%) sit within 'Technical' job families.

In comparison, there are 2089 (74.03%) female employees in grade 1 to 5; with 873 (66.29%) female employees in grade 6 to 9 and 36 (51.43%) female employees in grade 10 and above. The highest proportion of women (91.10%) sit within 'Clerical and Administration' job families.

Looking into the breakdown of the higher grades of 12 to 16; there were 6 females compared to 11 males within those grades.

Overall there are 424 employees on zero hour contracts; 57.78% (245) of these are female whilst 42.22% (179) are male.

Within grades 1 to 5 there are a total of 1954 (69.34%) white employees; with 739 (26.22%) BAME employees and 125 (4.44%) 'not known' employees. In grades 6 to 9 there are a total of 969 (73.04%) employees; with 323 (24.60%) BAME employees and 31 (2.36%) 'not known'. In grades 10 and above there are 57 (83.82%) white employees, 6 (8.82%) BAME employees and 5 (7.35%) 'not known' employees.

Of those 17 employees in grade 12 to 16, 13 categorise themselves as 'white' whilst there are 4 'unknown'.

In respect of recruitment there was an increase in applications as a whole this year with a total of 9798 applicants, compared to 6438 applications in 2015/2016. There has been an increase in positions advertised this year (515) compared to last year (471). There was a total of 6048 female applicants in this reporting period compared to 3821 in 2015/2016 representing an increase of 36.82%.

During this monitoring period, it is to be noted that applications increased within all ethnic categories. This reporting period there was 37.15 % of BAME applicants compared to 35.03% in 2015/2016. There were 62.28 % of white applicants compared to 54.40% in 2015/2016.

Looking further into applicant breakdown based on religion or belief for 2016/2017; 321 applicants categorised themselves as Hindu; 34 (3.53%) of these were shortlisted with 0.60% appointed. In comparison to 2015/2016, whereby 253 Hindu applicants applied of which 39 (3.57%) were shortlisted with 2.56% being successful.

Furthermore, 496 (5.06%) were Muslim applicants however, 25 (2.60%) were shortlisted and 3 (1.80%) were appointed. In comparison for the period of 2015/2016 there were 263 (4.09%) of applicants which 45 (4.12 %) were shortlisted and 2.22% was appointed.

There were 948 (9.68%) Sikh applicants this period of which 80 (8.31%) were shortlisted and 15 (8.98%) were appointed. An increase from 2015/2016 whereby

there were 617 (9.58%) applicants; 110 (10.08%) were shortlisted and 8 (8.08%) were appointed. The highest number of applicants this period were Christians at 3970 (40.52%) of which 403 (41.85%) were shortlisted and 63 (37.72%) were appointed.

Overall, the number of BAME applicants have increased, in February 2017 all recruiting managers were required to undertake Unconscious Bias training and the next equality monitoring report may show more BAME applicants being appointed.

## **5. Promotion**

There were 270 applicants for promotions in 2016/2017. Of these applicants 69 were male (15.79% appointed), this is a considerable difference from 2015/2016 when there were 306 male applicants (12 appointed, 41.38%).

There was also a high reduction in disabled candidates applying this period compared to last monitoring period. There were 9 applicants this period compared to 53 applicants in 2015/2016. There was 0.37% shortlisted in 2016/2017 compared to 19 in 2015/2016. There were 0 internal disabled employees appointed this year which is a reduction from 2015/2016 when there were 3.77% appointed.

Although there were fewer applicants this monitoring period overall, the highest appointed age group was the 'under 25' at 31.58%.

40% of applicants were BAME with 36.84% being appointed. In comparison, there were 59.26% White applicants with 63.16% being appointed, indicating that there is a correlation between ethnic background and being internally promoted.

There were 113 (41.85%) Christian applicants of which 23 (39.66%) were shortlisted and 12 (63.16) were appointed. There were 97 applicants who selected 'none' for religious beliefs of which 20 (34.48%) were shortlisted and 4 (21.05) were appointed. However, the data for 2016/2017 identifies that no internal applicants from Hindu or Muslim backgrounds were appointed. In detail; 8 (2.96 %) Hindu applicants applied and 5 (8.62%) were shortlisted, with none successful. Furthermore, there were 7 (2.59%) Muslim applicants of which none were shortlisted or appointed. There were 3 appointments from Sikh applicants compared to 2 applicants in 2015/2016. It is anticipated that improvements will be made in the future (see appendix for action plan).

## **6. Training**

In respect of training, 3485 employees (79.78%) completed some form of training in 2016/2017. There are no apparent equality concerns as the training data correlates with the diversity breakdown of the overall workforce. However further improvements are required in the data that is collated and its breakdown.

## **7. Grievance and disciplinarys**

The number of grievances raised as a whole have followed previous year's trends and decreased. In this monitoring period, the total number of grievances raised by staff was 10 compared to 31 in 2015/2016 and 37 in 2014/2015. This is a decrease of 67.7% from the previous monitoring report. Of the grievances raised, 80% were

raised by female employees and 20% male which is comparable with the gender split in the workforce. In terms of disability, 10% grievance was raised by a disabled member of staff compared to 6.45% in 2015/2016. However, of the 10 grievances raised in 2016/2017, 5 were from employees who categorised themselves as Black which is the same number of grievances that were received from employees who categorised themselves as Black in 2015/2016.

The number of disciplinary cases in 2016/2017 has seen a downward trend compared to 2015/2016. There were 48 disciplinaries in 2016/2017 compared to 55 in 2015/2016. There was a decrease in BAME employees being disciplined in 2016/2017 (18) compared to the last monitoring period 2015/2016 (24), however the number of white employees being disciplined this period and 2015/2016 have remained at the same amount (29 employees).

## **8. Employees leaving the Council**

Overall staff turnover (excluding schools) including both voluntary and involuntary has decreased from 735 leavers in 2015/2016 to 551 leavers in 2016/2017.

The main reasons for leaving are: resignation (43.74%); end of fixed term (20.51%); voluntary redundancy (12.16%); dismissals for medical, conduct and failed probation (4.36%) as well as retirement (4.36%).

There were a total 556 new starters during the period, comprising of 390 females (70.14%); 208 (37.41%) white employees.

Of the 556 new starters, there were 113 BAME employees however 235 employees whose ethnicity is 'not known' (at the point of obtaining this data, as mentioned previously this may change based on the recent drive for data). This is an increase from last year by 133 (56.6%) 'not known'. Furthermore, there were 442 (79.5%) new starters whose disability is 'unknown'. Further analysis will be required to review the peak in 'not knowns' data.

This year there were 113 redundancies which comprised of 67 (59.3%) that were voluntary redundancies and 46 (40.7%) compulsory redundancies. This is 67.3% reduction in redundancies as a whole since 2015/2016.

In 2016/2017 there were 73 females and 40 males who left by means of redundancy. 76 (67.26%) of these leavers were white and 33 (39.20%) were BAME, 4 (3.54%) were 'not known'. 6 (5.31%) of these leavers were deemed as disabled.

Turnover and redundancy data collected shows no immediate equality concerns as the disability, BAME and gender percentages are reflective of the overall workforce.

The dismissals data collected includes dismissals for conduct and medical capability, the number of dismissals have followed the downward trend that was seen in 2015/2016. There were 24 dismissals this year, of these 12 (50%) were for medical capability (7 white employees and 4 from BAME employees and 9% not known employee), 11 (46%) for conduct (7 BAME employees, 3 white employees and 1 not known) and 4% for failed probation (1 not known employee). There was an increase

of 27.27% of disabled employees being dismissed for conduct in 2016/2017 compared to none in 2015/2016.

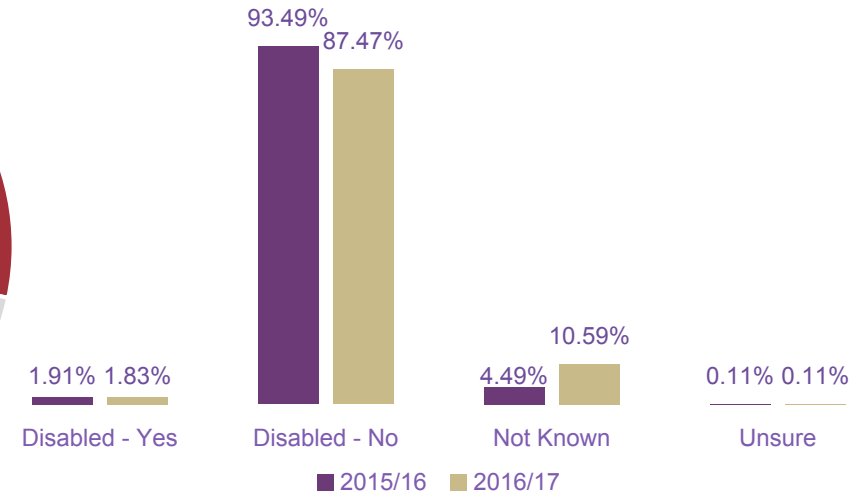
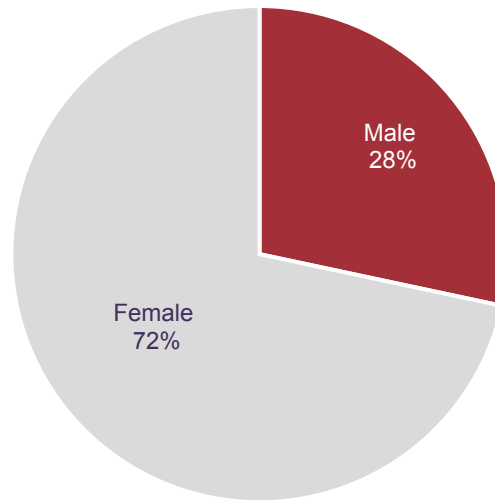
The number of white employees dismissed overall in 2016/2017 equates to 41.67% (10) followed by black employees at 29.17% (7). In 2015/2016 there were 23 (69.70%) white employees dismissed followed by 3 (9.09%) Asian/ Asian British employees dismissed.

Overall, 7 BAME employees in 2016/2017 were dismissed for conduct compared to 3 BAME in 2015/2016. To breakdown the BAME further there were 6 (54.55%) black employees being dismissed for conduct in 2016/2017 compared to 12.50% in 2015/2016. Further analysis will be undertaken to investigate the reasons for this increase (see appendix for action plan).

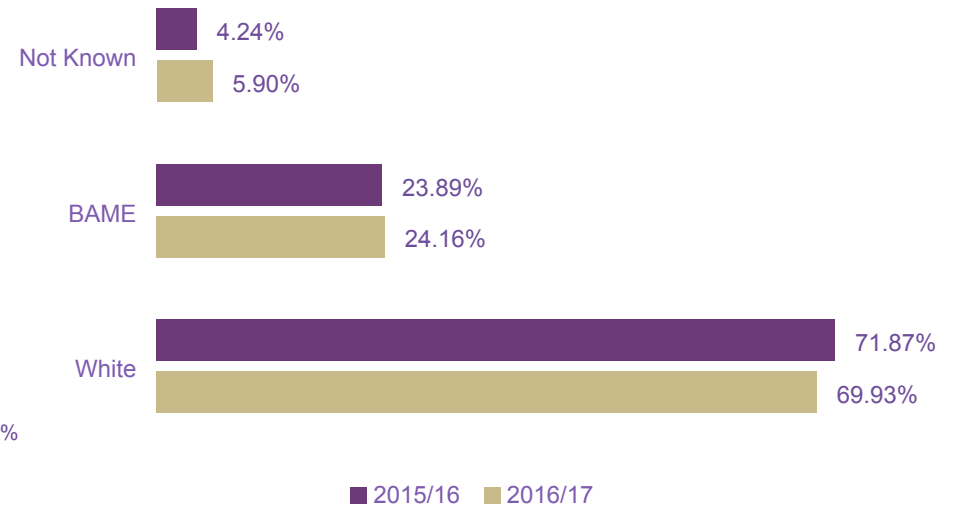
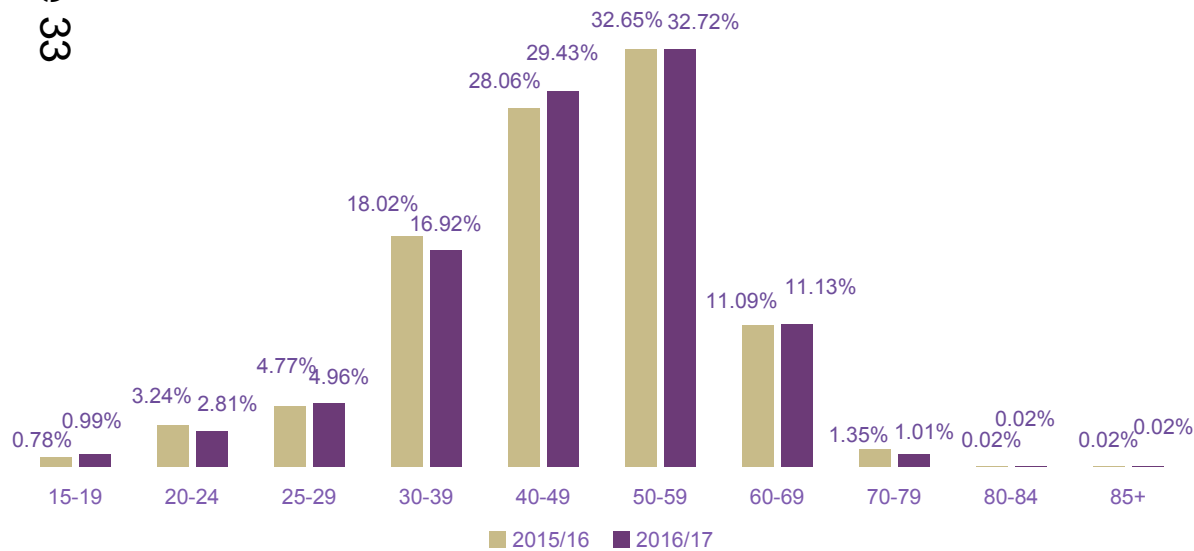


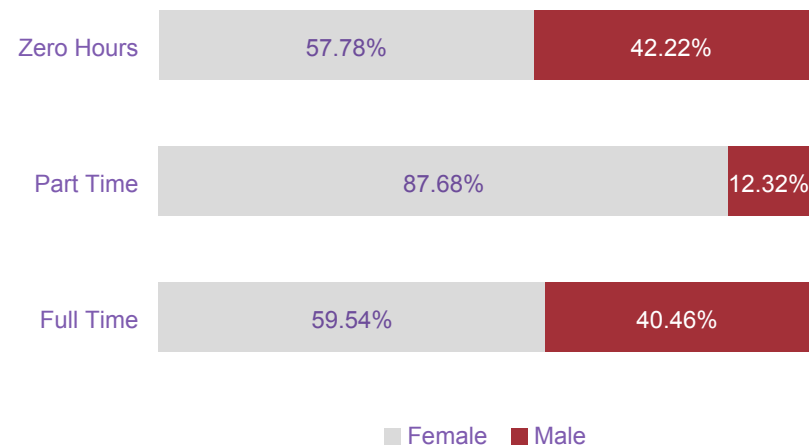
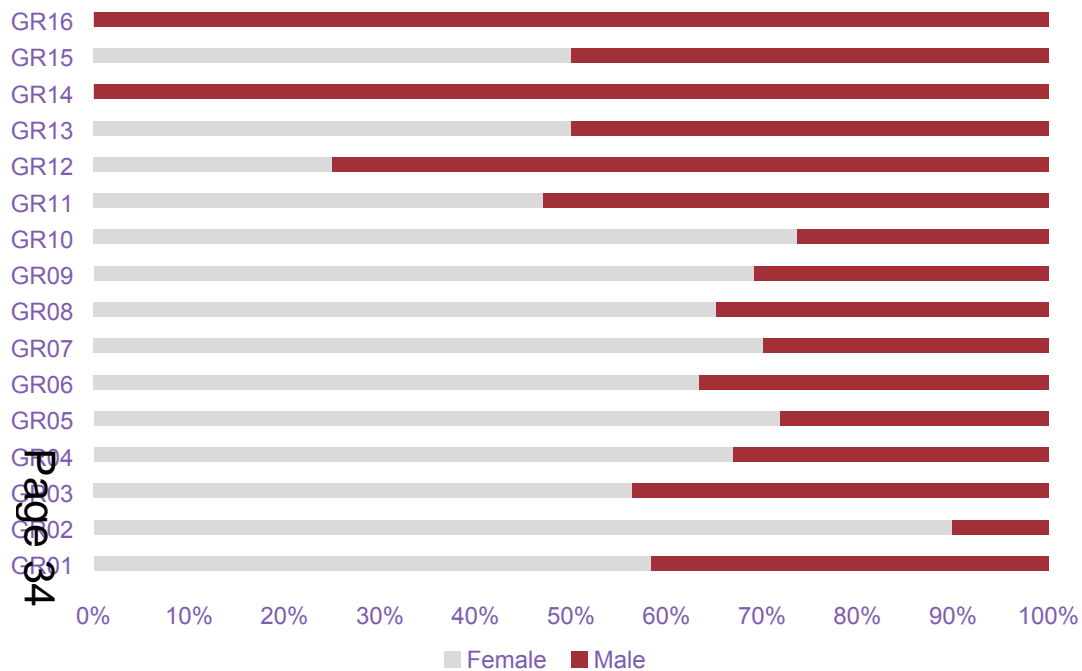
## Additional Information

Overall staff headcount has decreased from 4,546 in March 2016 to 4,305 in March 2017. The average headcount for 2016 - 2017 is 4,368.

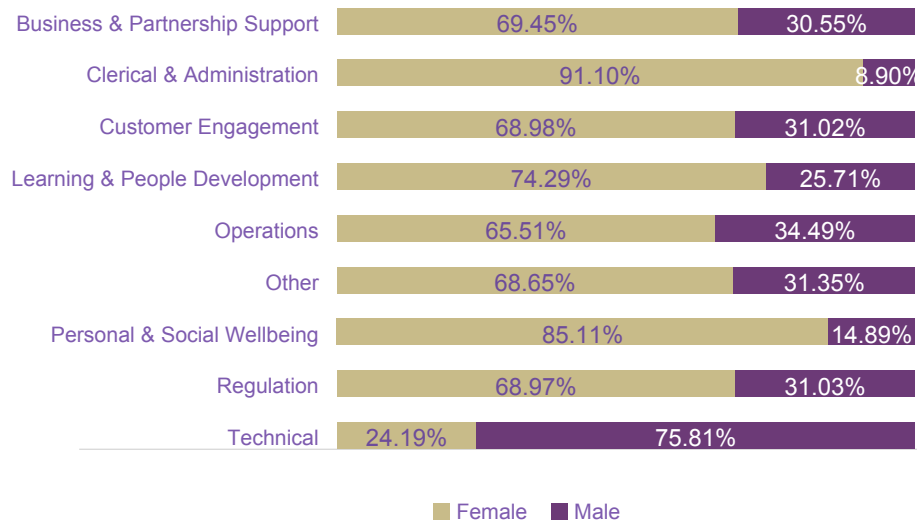
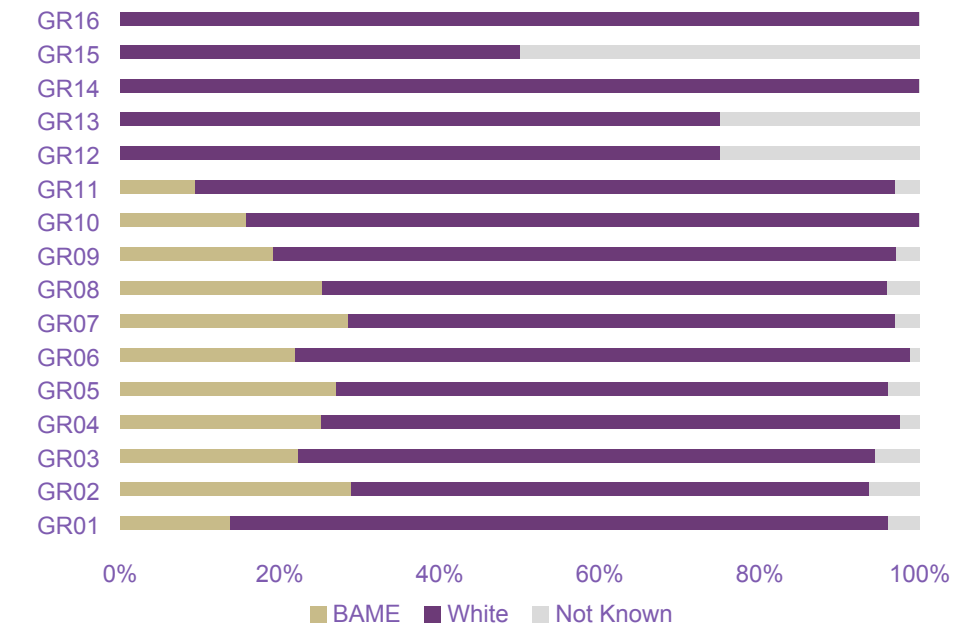


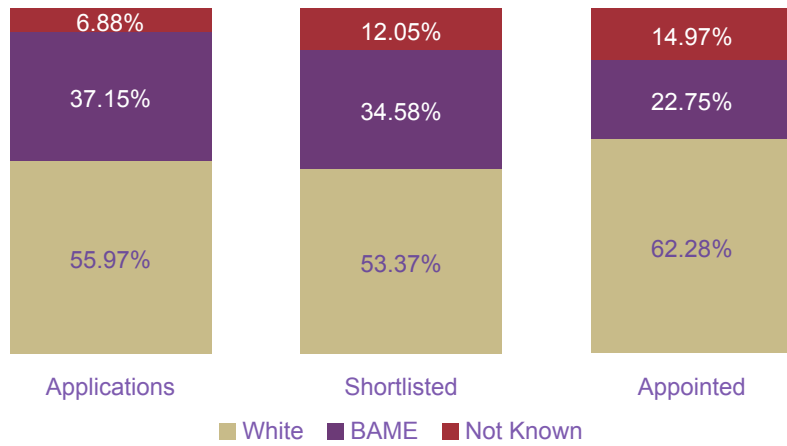
Page 33





Page 34





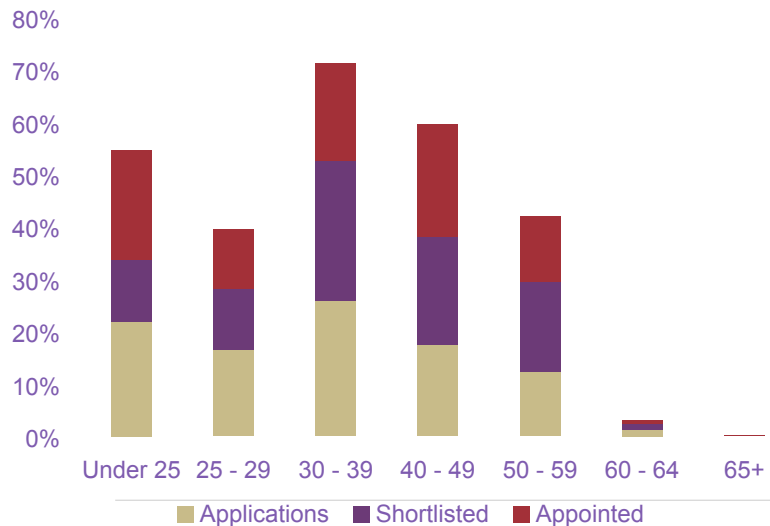
### Additional Information

During the period of 1 April 2016 to 31 March 2017 there were 9,798 applicants for 515 posts.

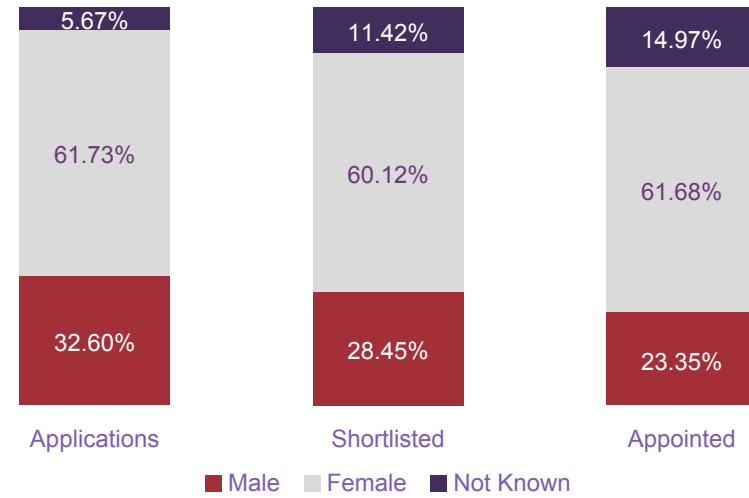
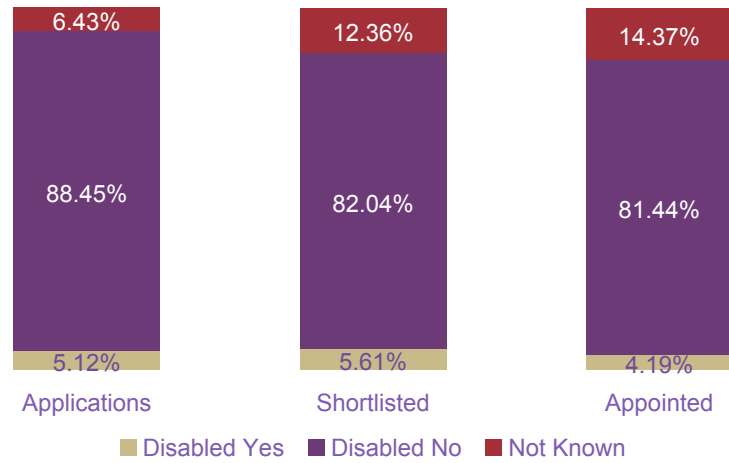
The number of BAME applicants for jobs has increased in the past year although there is still a difference in the number of BAME applicants (37.15%) compared to the percentage who are appointed (22.75%).

White applicants were more successful at being appointed overall.

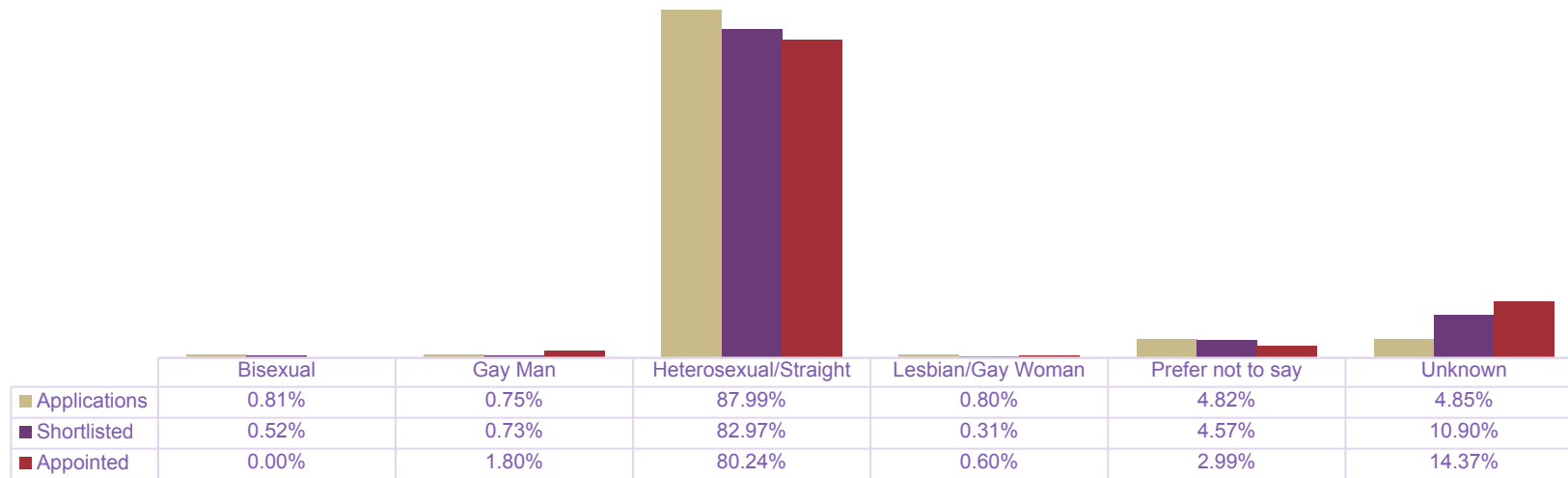
Page 35

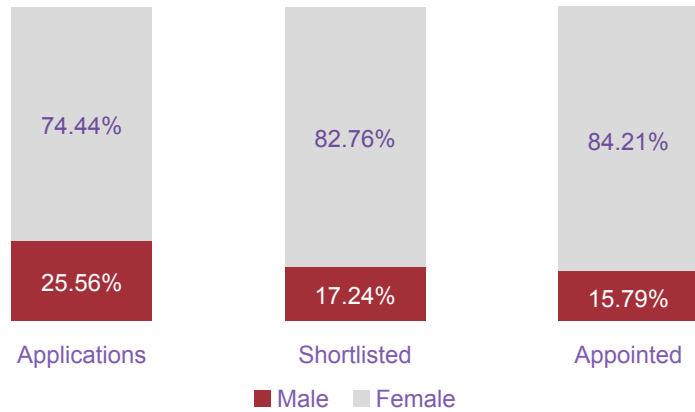


	Buddhist	Christian	Hindu	Jewish	Muslim	None	Other	Prefer not to say	Sikh	Unknown
Applications	0.28%	40.52%	3.28%	0.02%	5.06%	30.02%	0.79%	5.52%	9.68%	4.85%
Shortlisted	0.59%	82.37%	6.81%	0.02%	7.66%	57.43%	1.72%	9.68%	17.98%	15.75%
Appointed	0.59%	120.09%	7.41%	0.02%	9.45%	89.17%	3.52%	12.67%	26.96%	30.12%



Page 36



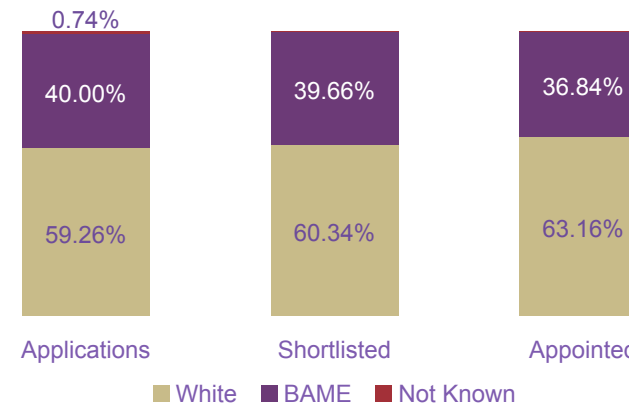
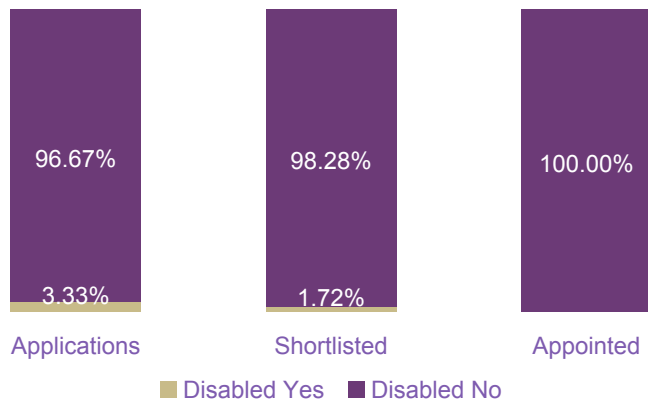


**Additional Information**

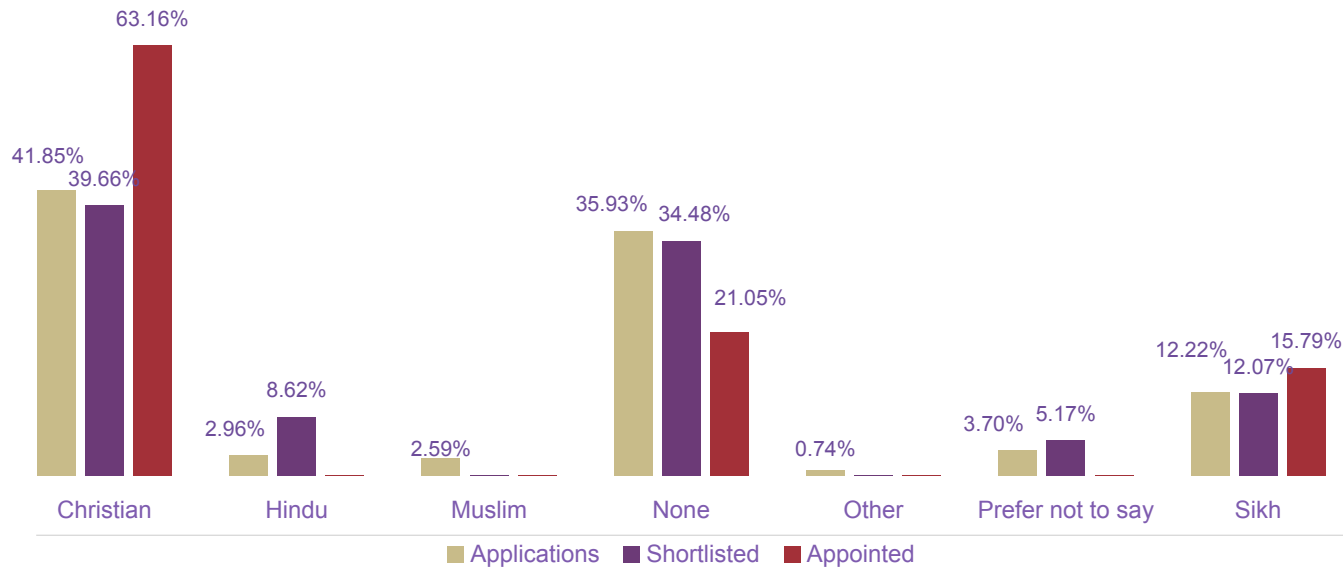
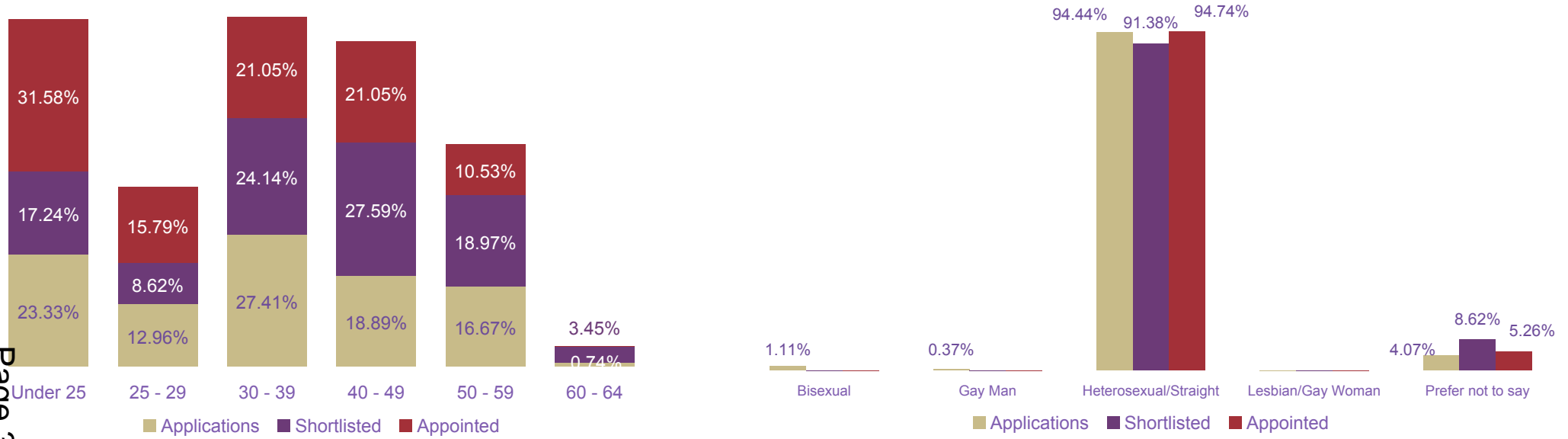
For the purposes of this report, Promotion has been defined as internal candidates who have applied for jobs who are not redeployees.

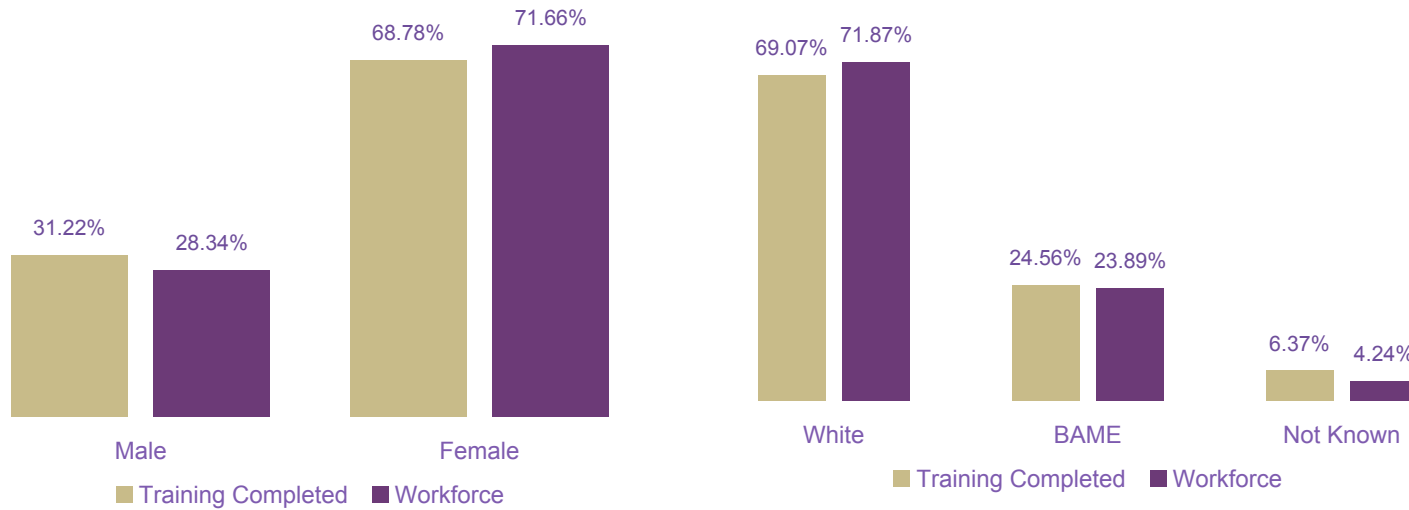
During the period of 1 April 2016 to 31 March 2017 there were 270 applicants for promotion.

Page 37



Page 38



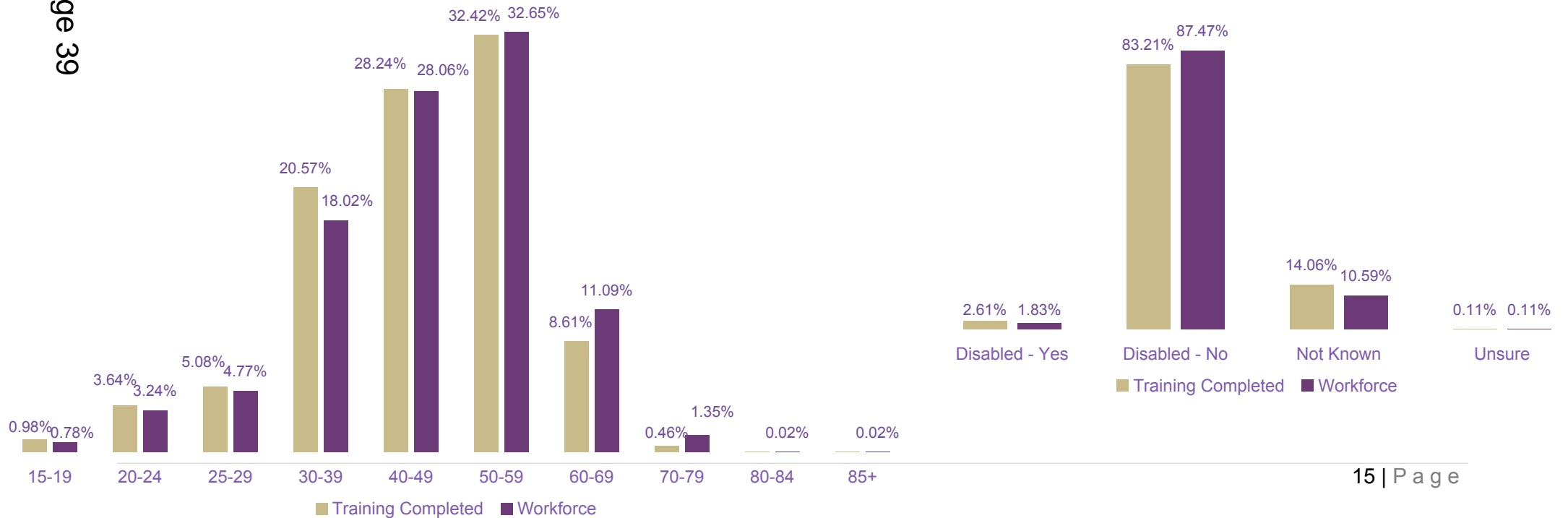


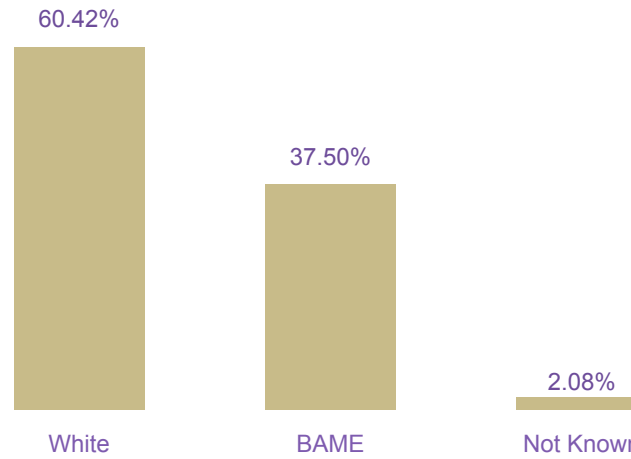
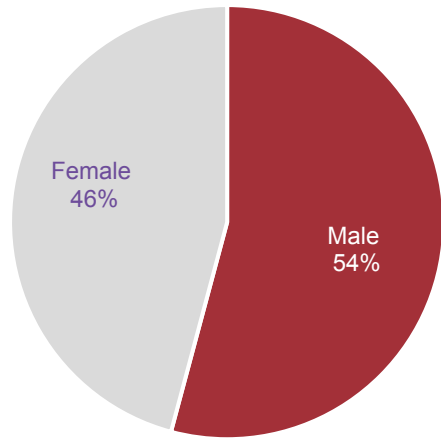
### Additional Information

The data for training only covers online training completed via the Council's Learning Hub and recorded on Agresso.

79.78% (3,485) of employees completed some form of training, including mandatory courses, during 2016/17. The charts show that the diversity breakdown of staff who completed the training is slightly higher than the diversity breakdown of the workforce.

Page 39

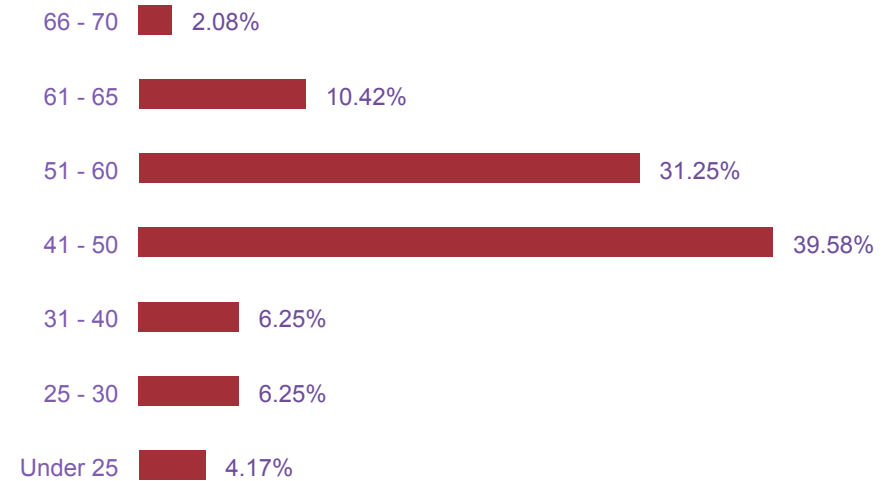
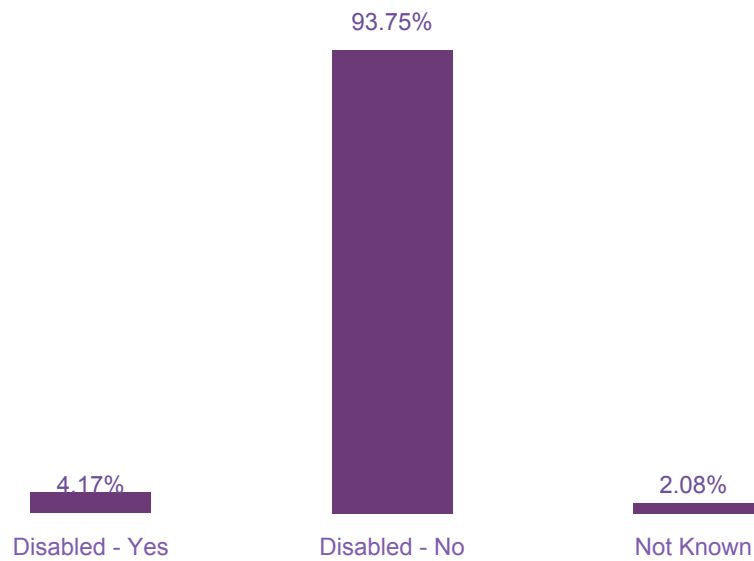




**Additional Information**

The percentage of disciplinary cases involving BAME staff remains high at 37.50% as this group only makes up 24% of the workforce.

Page 40

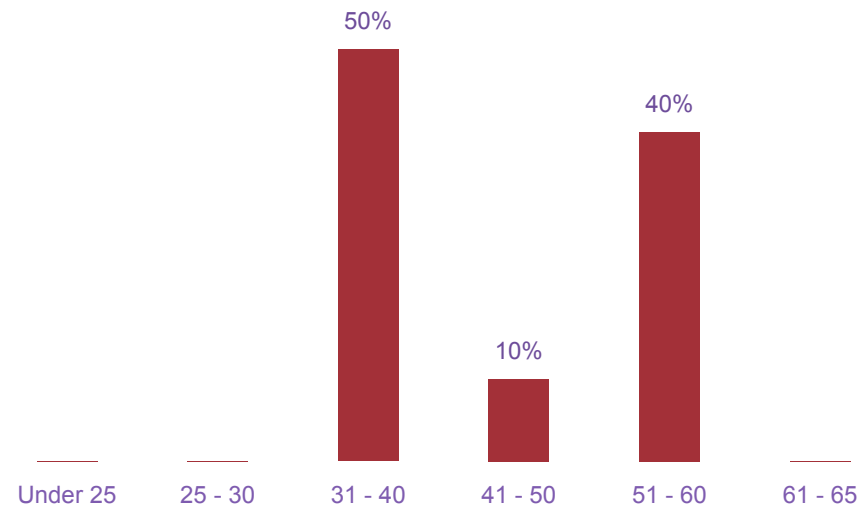
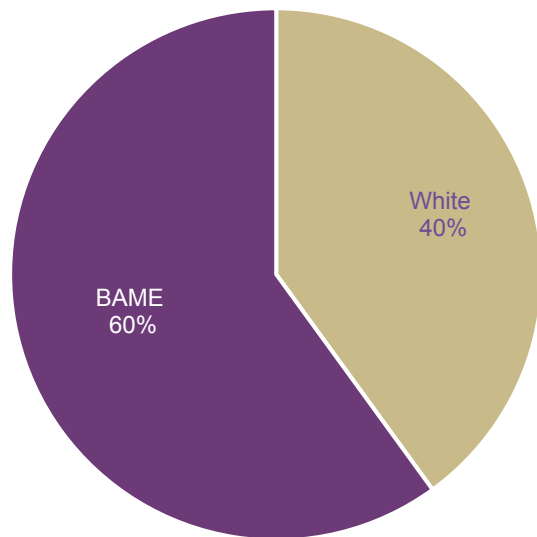
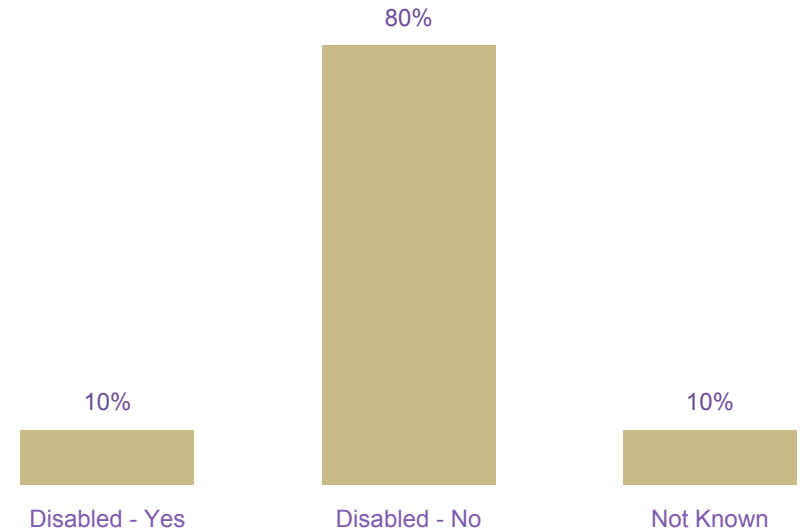
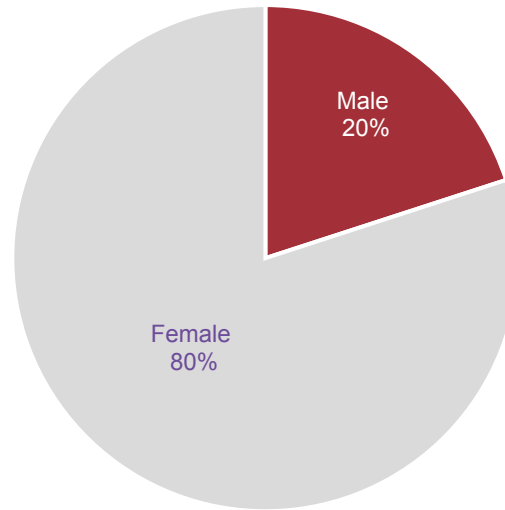


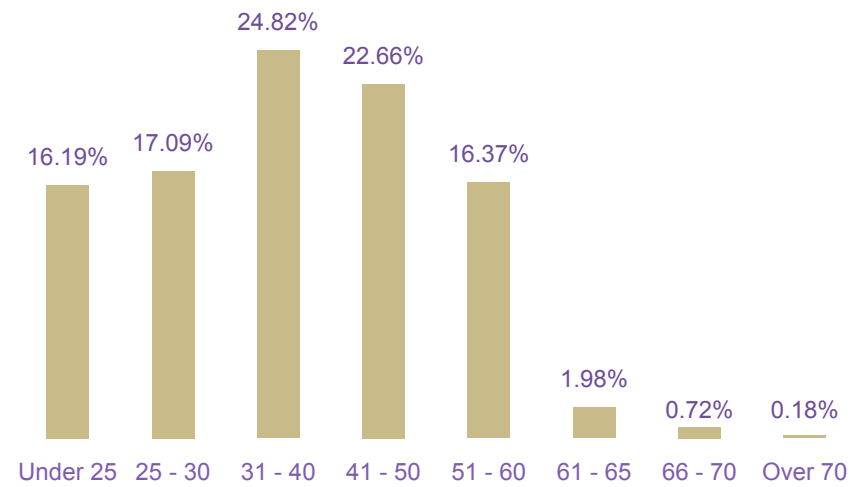
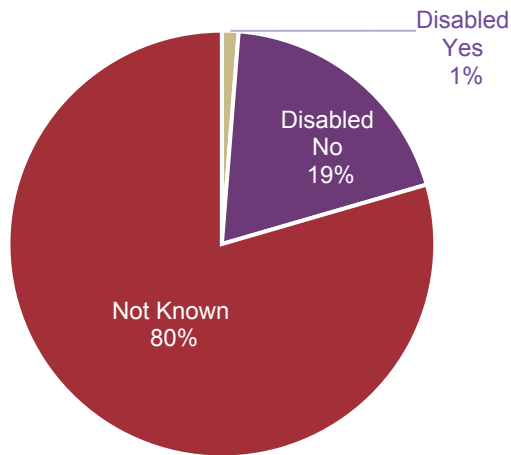
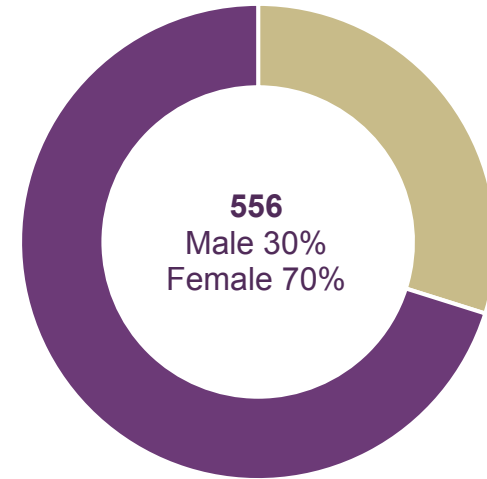
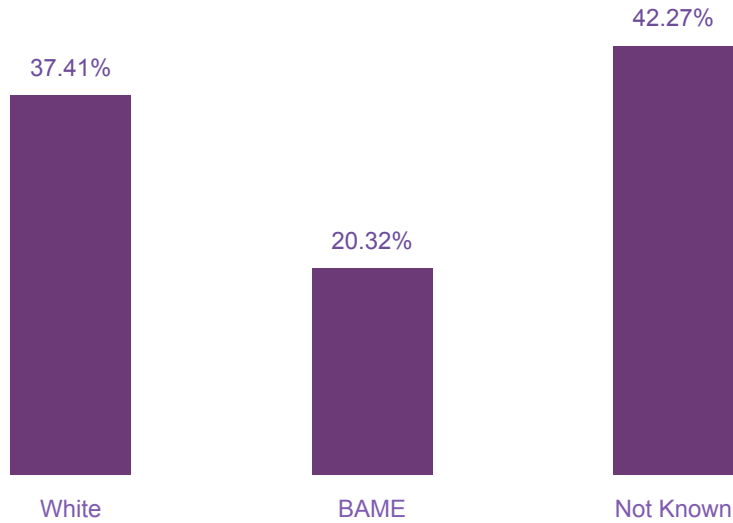


## Additional Information

The percentage of grievance cases involving BAME staff has risen from 42% in 2015/16 to 60% in 2016/2017. This group only makes up 24% of the workforce.

However, the overall number of grievances fell to 10 in 2016/2017 from 31 in 2015/2016.

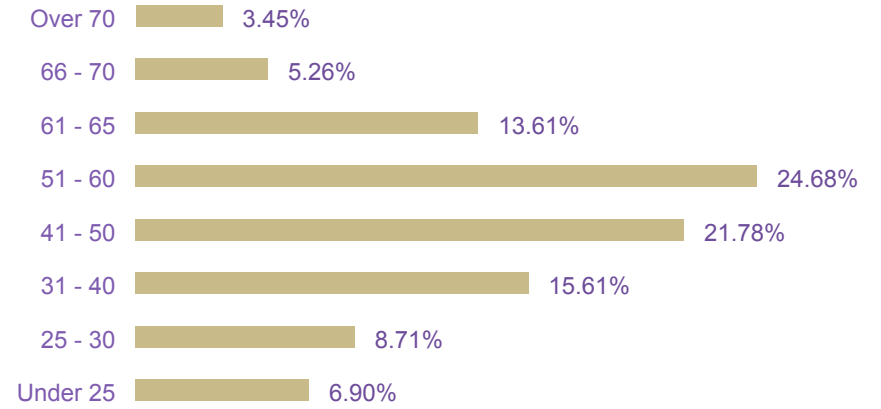




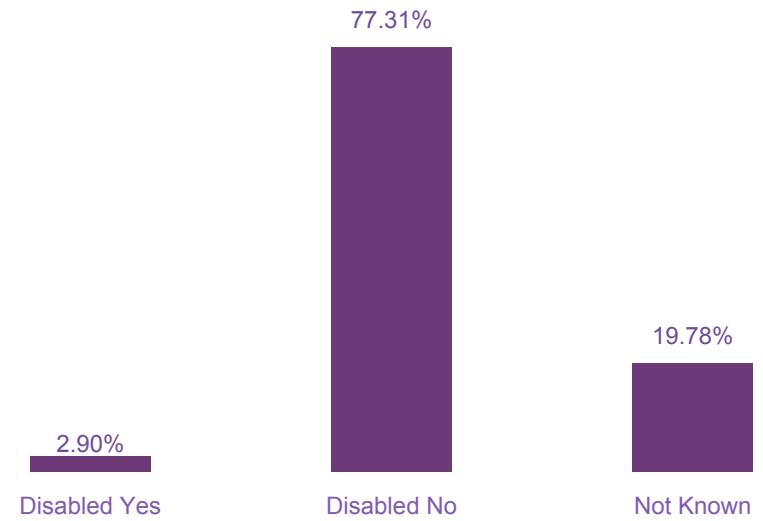
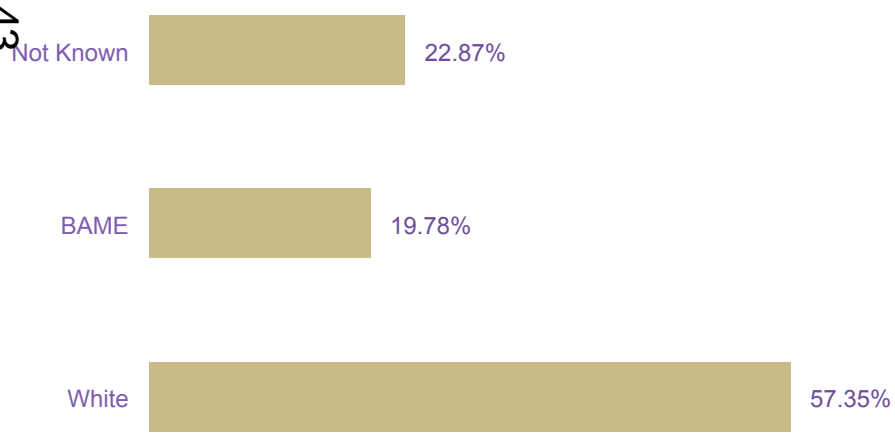
551

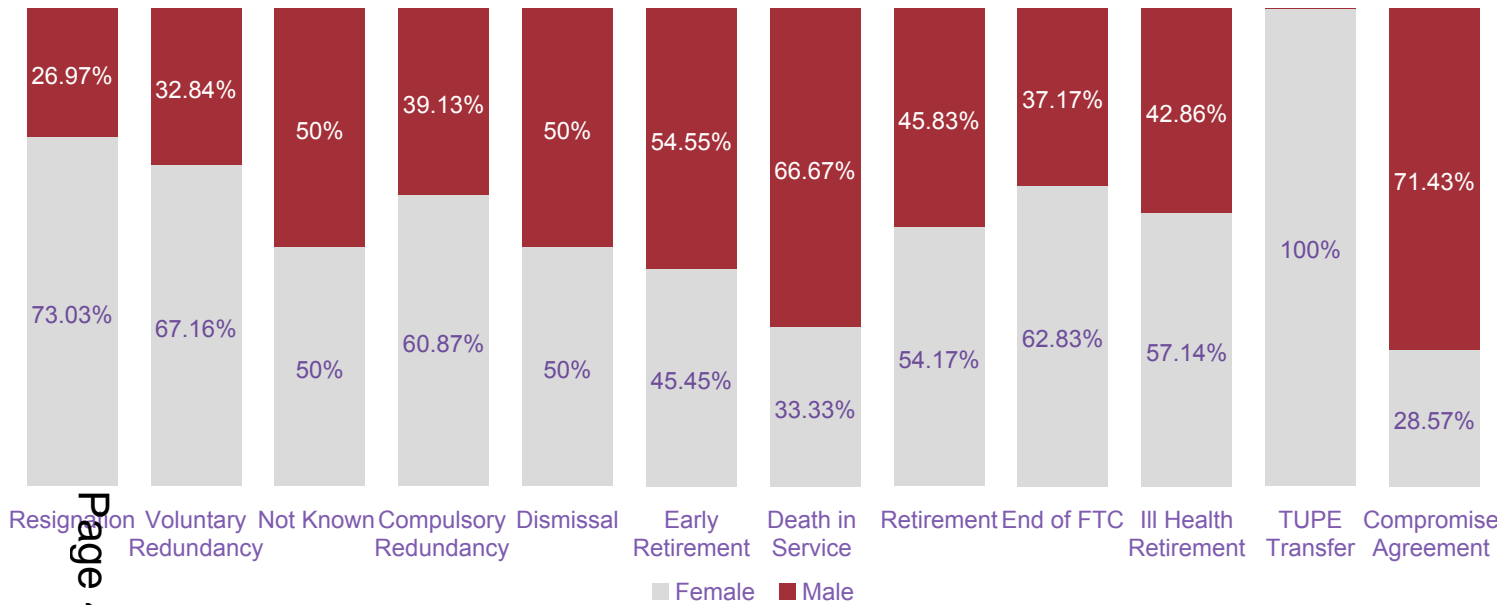
Male 34.12%

Female 65.88%



Page 43



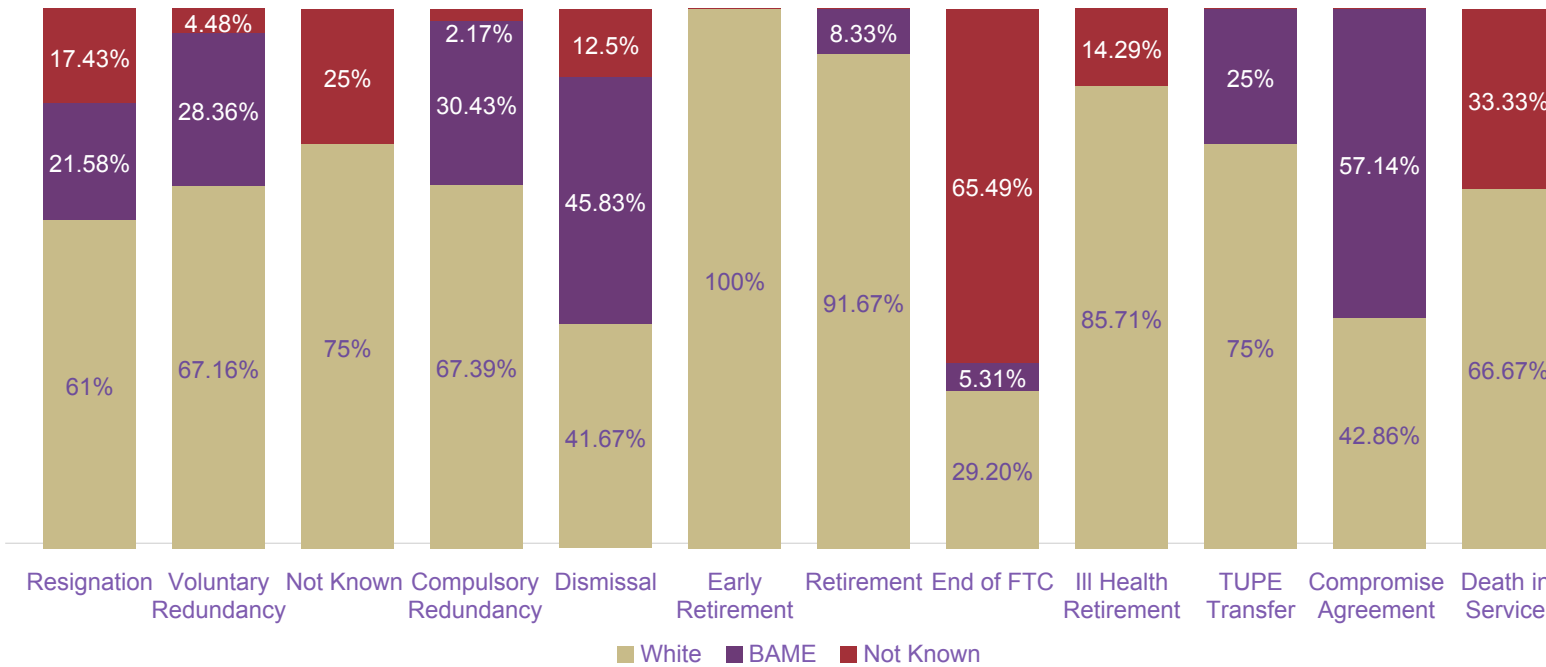


### Additional Information

There were 551 leavers in 2016/2017. The number leaving due to taking voluntary redundancy has gone down significantly from 240 in 2015/16 to 67 in 2016/17.

The percentage of BAME employees leaving has also decreased this year to 19.78% down from 22.68% in 2015/2016.

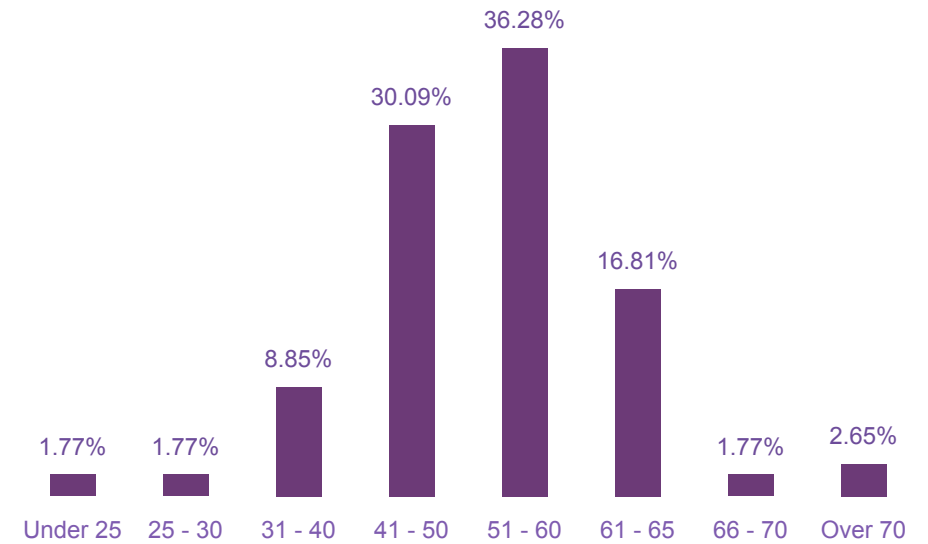
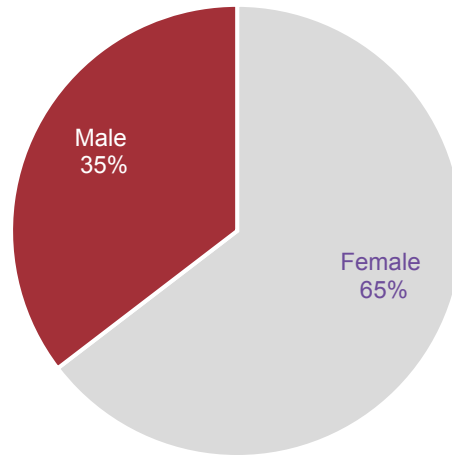
Page 44



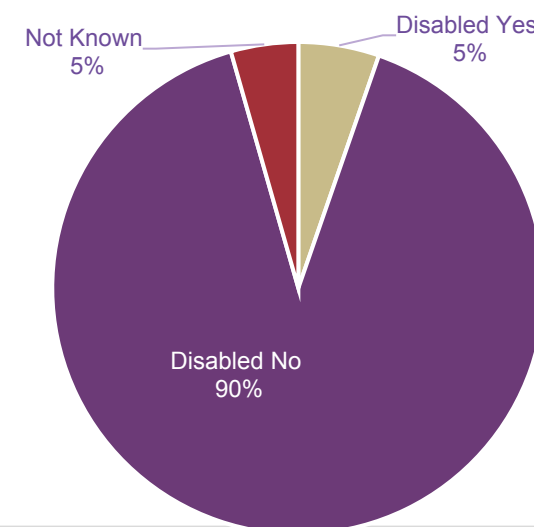
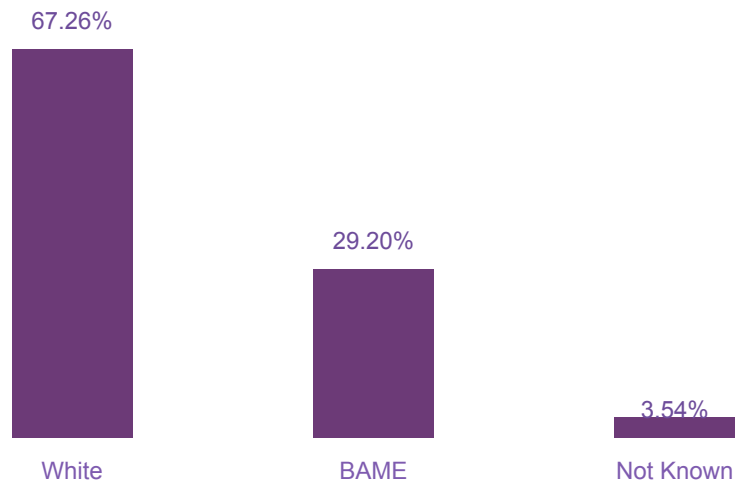
## Additional Information

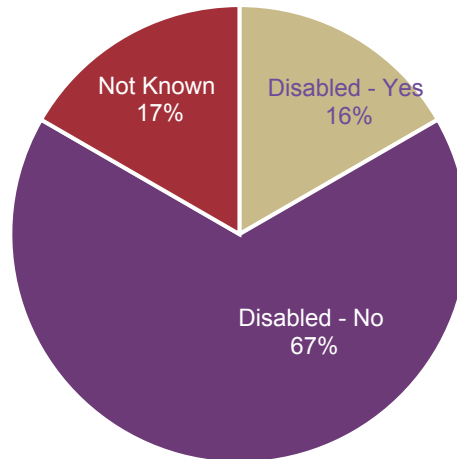
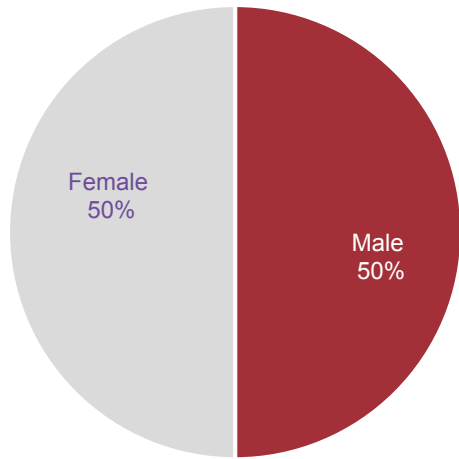
There has been a sharp drop in redundancies from 346 in 2015/16 to 113 in 2016/17.

In this period, there were 67 voluntary redundancies and 46 compulsory redundancies.



Page 45



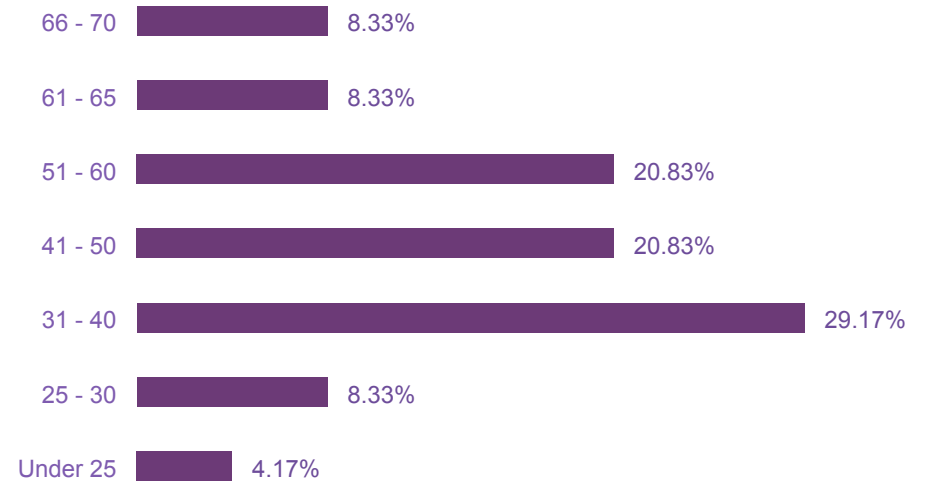
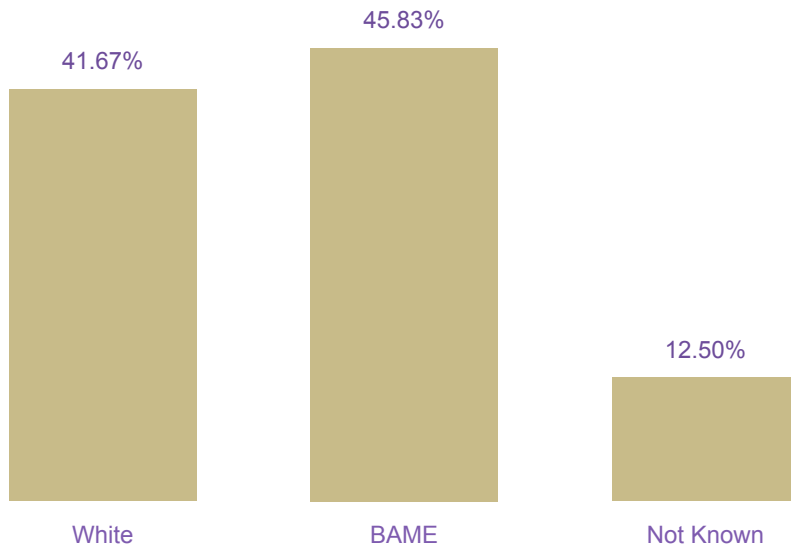


### Additional Information

This data includes dismissals for conduct, medical capability and failed probation. There were 24 in total: 50% for medical capability, 45% for conduct and 4% for failed probation.

The percentage of BAME employees being dismissed has increased significantly by 24.62% since 2015/16.

Page 46



## Appendix — Draft Equality in Employment Monitoring Report Action Plan 2017/2018

Objective	Action	Metric	Lead	Timescale	Outcomes	Progress
Conduct a data drive to ensure the Council has accurate and up to date information on protected characteristics and its workforce/applicants	Urge employees to complete their equality data tab in Agresso	Produce quarterly equality monitoring reports	Denise Pearce	Ongoing	Article in City People to encourage input of data	Article and video released 18/01/17, 07/02/2017 & 01/06/2017
	Monitor and report gaps in equality information to the Strategic Equality Group		Arif Sain	Ongoing	Reporting to the Strategic Equality Group	
	Revise application form to advise applicants that equality data will be inputted into Agresso for new starters	Recruitment process	Baljit Basatia	Completed		Application form updated
	Undertake a paper exercise for employees who do not have easy access to Agresso		Baljit Basatia	Ongoing		Agresso updated in April 2017 with 655 returned equality surveys- this will be an

	<p>New Talentlink to be integrated with Agresso so that equality data can be pulled in Agresso for successful candidate</p> <p>Diversity tab to be moved in Agresso so that it's one of the first tabs</p> <p>Reminder when logging into computer on a scheduled basis asking if diversity data is correct and if not to update</p>		<p>Baljit Basatia</p> <p>Baljit Bastia</p> <p>Baljit Basatia</p>	<p>End of October 2017</p> <p>End of July 2017</p> <p>End of August 2017</p>		ongoing process
Continue to monitor equality data for applicants during the recruitment and promotion process to improve the representation of BAME and disabled employees in the workforce.	<p>The Councils recruitment system, TalentLink has been reviewed and requires the capturing of data regarding interview panel member composition. This allows management information to be collated and analysed.</p> <p>Seek input from equality forums on where we</p>	Monitoring reports to include equality data of interview panel members	<p>Baljit Basatia</p> <p>Equalities Team</p>	<p>Ongoing</p> <p>End of July 2017</p>		Revised TalentLink process live from 20.12.2016 and being used for all new recruitment campaigns completed by deadline of January 2017.



	<p>should be advertising vacancies so that we reach communities</p> <p>Obtain guidance from organisations supporting disabled and BAME citizens on how we should promote vacancies</p> <p>Secure Level 2 Disability Confident Council</p>	<p>Equality team to identify people whom we should consult</p>	<p>Equalities Team</p> <p>Baljit Basatia</p>	<p>End of July 2017</p> <p>September 2017</p>		
<p>Review recruitment policy so those involved in recruitment and selection are given tools to identify unconscious biases and change prejudices</p>	<p>Recruitment policy revised to stipulate that except in exceptional circumstances agreed with the Head of HR:</p> <ul style="list-style-type: none"> <li>Each interview panel should have at least three panel members and be gender diverse and</li> </ul>	<p>Promotion of policy TalentLink Data</p>	<p>Baljit Basatia</p>	<p>Ongoing</p>	<p>Revised policy shared with JCP 08.12.2016</p>	<p>Amended policy shared with Trade Unions December 2016. Action completed by January 2017</p>

	<p>preferably diverse for other protected characteristics</p> <ul style="list-style-type: none"> <li>• All interview panel members must have had unconscious bias training</li> <li>• All managers must have received recruitment and selection training</li> <li>• All recruitment and selection training must be refreshed every three years.</li> <li>• E-learning module to be reviewed and rolled out to managers</li> </ul>	Training data		Ongoing	Arrange further sessions	Sessions arranged communication circulated to recruiting managers requesting them to book a place via the Learning Hub. Action completed with 518 attendees over 18 sessions
Identify why candidates who are non- Christians, are unsuccessful at interview	Drill down into data to identify the reasons why a disproportionate number of non-Christians are unsuccessful at interview	Recruitment data including promotion data	Baljit Basatia	End of July 2017		
Identify why a disproportionate number of BAME employees are raising grievances	Drill down into data to identify any underlying issues resulting in a disproportionate number of BAME employees raising grievances so that	Grievance Data	Joanne Farley	August 2017		

	appropriate actions can be taken					
Identify why a disproportionate number of BAME employees are subject to disciplinary investigations	Drill down into data to identify any underlying issues resulting in a disproportionate number of BAME employees being subject to disciplinary investigations so that appropriate actions can be taken	Disciplinary Data	Joanne Farley	August 2017		
Revise Leavers form to ensure it captures all reasons for leaving the Council	Revise leavers form and add category for 'Other dismissals'		Baljit Basatia	End of August 2017		
Review Training data and how it is captured and analysed so that non- mandatory training is accounted for separately to mandatory	Liaise with Workforce development to drill into training data and assessing non- mandatory and mandatory training in service areas	Training data and Business Support Unit	Baljit Bastia	End of September 2017		

This page is intentionally left blank