



Our Council Scrutiny Panel Meeting

Wednesday, 30 June 2021

Dear Councillor

OUR COUNCIL SCRUTINY PANEL - WEDNESDAY, 30TH JUNE, 2021

I am now able to enclose, for consideration at next Wednesday, 30th June, 2021 meeting of the Our Council Scrutiny Panel, the following reports that were unavailable when the agenda was printed.

Agenda No	Item
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6	<u>Draft Equality, Diversity and Inclusion Strategy Approach (Pages 3 - 14)</u>
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	Report of [David Pattison, Director of Governance, to give presentation]
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If you have any queries about this meeting, please contact the Scrutiny Team:

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CITY OF WOLVERHAMPTON COUNCIL	Our Council Scrutiny Panel 30 June 2021
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Report title	Draft Equality, Diversity and Inclusion Strategy Approach	
Cabinet member with lead responsibility	Councillor Paula Brookfield Cabinet Member for Governance and Equalities	
Accountable director	David Pattison, Director of Governance	
Originating service	Equalities	
Accountable employee(s)	Jin Takhar	Head of Equality Diversity and Inclusion
	Email	Jin.Takhar@wolverhampton.gov.uk
Report to be/has been considered by		

Recommendation for action:

Our Council Scrutiny Panel provides any comments it may have on the proposed approach to the Council's draft Equality, Diversity and Inclusion Strategy.

1.0 Purpose

- 1.1 To seek the Panel's views on the proposed changes to the Council's updated Equality, Diversity and Inclusion strategy, in advance of any potential consultation with the community.

2.0 Background

- 2.1 The Panel received a detailed presentation at its meeting on 20 January 2021 on the work carried out on equalities by the Council.
- 2.2 The Council has made substantial progress in its work on equalities building on a strong position, with the Council previously having achieved excellence in the LGA equality framework for Local Government in October 2018.
- 2.3 The Council is completely committed to ensuring fairness and inclusion throughout its actions both internally and externally and this forms one of the key principles underlining the Relighting the City Plan adopted by the Council in September 2020.
- 2.4 The Council has taken a number of steps throughout the last year, as detailed in paragraph 2.5 and in the attachment at appendix 1 to translate its commitment into outcomes and has throughout ensured that the response to Covid-19 has had equalities at its heart.
- 2.5 As set out in the presentation at Appendix 1 in the last year the Council has done the following:
 - **Internal resources** - Substantially increased the internal resource devoted to the Equality and Diversity team by appointing two additional advisors, a project manager and changing the role of the EDI manager to Head of EDI
 - **Work with the Council's equality forums** - Worked closely with its 4 equality forums (Race, Religion and Belief Forum, Rainbow Forum, Gender and Maternity Forum and Disability and Age Forum) to improve the way equalities is embedded into all aspects of the Council's work taking a co-production approach – doing things in partnership with each forum - listening and acting on their suggestions/comments and regularly meeting with them on progress
 - **Equality monitoring** - Improved the way equalities monitoring takes place across the Council and ensuring transparency on equalities data – whilst recognising that there is more work needed
 - **HR processes including recruitment** - Improved a number of HR processes including ensuring that every single recruitment panel is race and gender diverse and that all grievance/disciplinary and management of attendance panels are also race and gender diverse

- **Culture** – sought to ensure that the culture of the Council is that equalities is at the heart of all work and not an issue that is considered after decisions are reached.
- **Development opportunities** - Introduced additional schemes to support and improve opportunities for those with protected characteristics
- **External charters** - Signed up to key partnerships such as the BITC Race at Work Charter and Stonewall Workplace Equality Index
- **Equalities involvement in key discussions** - Ensured that there is representation from each of the equality forums at Senior Officer meetings (Strategic Executive Board – “SEB”) and attendance by senior officers at equality forums, with each forum having a SEB sponsor.

2.6 The actions above are just a short list of the actions that have taken place. The proposed strategy attached at Appendix 1 is intended to build on the actions that have taken place in the last 12 months (and before) and set out a clear and easily understandable set of objectives on equalities.

2.7 This will ensure that the Council continues to meet its legal duties under the Equality Act 2010.

3.0 Proposed approach

3.1 The proposed approach to the Council’s new draft Equality, Diversity and Inclusion Strategy is set out in appendix 1. The Panel’s comments on this early draft are sought at the meeting. The Panel’s comments will be considered in advance of the formal start of consultation.

3.2 In due course the draft strategy will be consulted on including with a number of voluntary and community sector organisations as well as other public sector partners. Once the results of that consultation process are received they will then be considered carefully, and a final strategy produced and adopted by the Council.

4.0 Financial implications

4.1 There are no financial implications associated with the recommendation in this report.
[GE/28062021/H]

5.0 Legal implications

5.1 There is a clear legal duty to comply with the equality duty under s.149 of the Equality Act 2010 - this provides that public authorities are now required, in carrying out their functions, to have due regard to the need to achieve the objectives set out under s149 of the Equality Act 2010 to:

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.2 In addition to ensure transparency, and to assist in the performance of this duty, the Equality Act 2010 (Specific Duties) Regulations 2011 require public authorities, named on , to publish equality objectives, at least every four years and information to demonstrate their compliance with the public sector equality duty. The proposed approach will meet those duties.

5.3 There are no other legal implications [DP/28062021/B]

6.0 Equalities implications

6.1 The equalities considerations are detailed in the presentation attached at appendix 1. The key is to ensure that fairness and inclusion are embedded into all actions of the Council both in its internal and external actions and that is the intention of the authority.

7.0 All other Implications

7.1 There are no other implications arising from the recommendation in this report.

8.0 Schedule of background papers

8.1 Previous reports to the Our Council Scrutiny Panel including meeting on 20 January 2021

Our Council Scrutiny Panel

Proposed approach to Equality Diversity and Inclusion Strategy

30 June 2021

Presenter:

Sarah Campbell
Customer Engagement
Manager

wolverhampton.gov.uk

One Year On

Renewed focus to this agenda since George Floyd / Black Lives Matter / Covid-19 and the range of government disparities reports.... We were in a good place but a chance to push this on.....

We will do the right thing

We will be comfortable
with the uncomfortable

Equality, Diversity and Inclusion Strategy

Plan On A Page

Context – Drivers for Strategy

Diverse City made up of 249,470 citizens.

Legislative requirements; Equality Act 2010 .

Our moral duty and social responsibility.

In October 2018 awarded Excellence in LGA Equality Framework for Local Government.

Renewed focus and commitment since George Floyd / Black Lives Matter / Release of Disparity Reports / COVID-19. 26th June 2020 Meeting with Chief Executive Officer.

Embedded Equalities into Council Plan and Relighting our City Plan

Message from our Leader and Chief Executive

We're an incredibly diverse city that pulls together and proudly celebrates our differences – but we know that many residents still face disadvantage and discrimination. Everyone who lives or works in Wolverhampton is valued for the unique contribution they make to our city and we won't rest until everyone can achieve their potential and live their lives free of discrimination. We will ensure that no matter how difficult the challenges become, we will protect our most vulnerable residents and ensure that 'no-one' is left behind.



Leader of the Council
Councillor Ian Brookfield



Chief Executive
Tim Johnson

Objectives – What do we aim to achieve?

Our handling of equality and inclusion through visible leadership, strong organisational culture and partnerships will reach the high standard we expect of ourselves.

To be an inclusive employer and build an inclusive organisation where the workforce reflects the diversity of the city we serve.

To build an inclusive workplace culture where everyone can thrive and flourish and reach their full potential through training and development.

To provide inclusive, responsive and accessible services which actively seek to address inequality and exclusion .

Priorities – Key Issues we want to tackle (You Said; We Are Doing)

Visible Leadership & strong Organisational Culture

Improve and Foster our understanding of our communities and employees.

Continue to work closely with the business, employees, community and voluntary sector to ensure that discrimination is eliminated.

Develop an organisational culture where everyone is valued, respected and treated fairly.

Inclusive Employer where its workforce is reflective of the City

Push hard to employ staff that reflect the cities diversity.

Improve the diversity of the workforce at senior levels – key action is to set aspirational targets and agree vision for 2030.

Close the 'pay gap' on the grounds of ethnicity, gender, disability and LGB&T.

Targeted professional Training & Development

Take action that supports career progression for employees from diverse backgrounds.

Actively promote staff development opportunities targeting under-representative groups.

Inclusive, Responsive and Accessible Services

Understand the barriers to equality, experienced in Wolverhampton and act to remove them.

Bridging the gap between the levels of deprivation and prosperity in the city ..

Provide more accessible, responsive and inclusive services.

Our Vision

To be a fairer, inclusive and a more equal City – where no-one is left behind. To achieve our vision, we will lead by example , work with our partners, invest in our communities, develop and empower our workforce- and listen and act when our communities and our employees tell us how we can do better .

Our Values

Put people first

Raise the city's profile & reputation

Inspire trust & confidence

Deliver together

Empower people to innovate

Measurables (work in progress)

Consultation with our employee's, councillors and citizens (staff and resident survey results – parity in service satisfaction and engagement)

Monitoring the data that we hold both for our staff and our customers; make use of the data to determine service satisfaction and change.

Directorate Equality Plans to define measurables (In Progress)

Directorate Equality Plans

Regeneration

Adult Social Care

Children and Young People

Governance

Strategy

Communication

Finance

City Assets

City Environment

Public Health

Ensuring that equality, diversity and inclusion is at the heart of everything we do , when planning , delivering and monitoring our services - for our citizens.

Equality, Diversity and Inclusion Strategy

Achievement to date

What's Changed

Mandatory Diverse Panels in place for recruitment

Revised grievance and disciplinary policies to ensure panels are diverse when decision making

Invested in our Black, Asian and other Ethnic Minority employees by providing professional development opportunities - Launched the Brilliant Leaders Programme; 13 on first cohort.

SEB sponsors appointed to staff forums

Mandatory equalities training annually- including how to challenge & tackle unconscious bias and "No Offence training".

Regular briefings held with Strategic Executive Board and Councillors.

£5,000 budget to each forum

Check and challenge" meetings held between all of our Staff Equality Forums.

Launched Mentoring programme. To date 51 Mentees have come forward and 63 Mentors

Development of the Leadership Pledge

Launched the Safe Space Scheme – See Hear Speak Up. 3 colleagues have taken this up so far.

Chief Executive Officer attends Race, Religion and Belief Forum

Published pay gap reports and workforce monitoring data.

Developed Menu of Options for Recruitment when advertising.

Launched the Wrap Around Support scheme - 5 colleagues have taken up.

Review of key policies to ensure HR policies remain fair and equitable - driving change that employees need

Investment in the EDI Team with EDI Advisor – LGBT and EDI Advisor - Race

Staff Representatives attend Strategic SEB weekly.

Launched the Allyship Programme

Strengthened Community Partnership relationships

Introduced a Culture Change Programme - to enhance senior managers skills - Reverse Mentoring and Active EDI Leadership programme.

EDI Development group launched - to further explore EDI training and development opportunities

Signed up to key partnerships such as the BITC Race at Work Charter and Stonewall Workplace Equality Index

Equality Advisory Group continually provide & challenge against the Council's performance on equality objectives and improvements to equalities practice.

Challenges

Wider Impact of COVID-19 → Financial, Economic and Social

Implementation across the Organisation

Medium Term Financial Strategy

Case Studies



My mentor is a perfect match for, she listened to my outcomes and quickly supported me to set targets to achieve my goals, at a pace that was comfortable for myself. The work that I have completed with my mentor has helped me in believe in myself and find confidence to step out of my comfort zone.

Lisa Powell
(Contact Centre Manager)



In our short time as mentor and mentee David has supported me in preparing for a job opportunity that I was successful in getting. He has helped me re-evaluate how I prioritise my work which has helped with my home and work life balance, which is so important now that for many work and home are one in the same. I can honestly say I'm inspired by the work his done and journey he's had.

Solomon Scott
(EDI Advisor – Race Equality)



For me, it has been incredibly positive because it provides me with the ability to build up a programme of improvement, where my mentor is supporting me to develop in my own areas of challenge. I have gained so much from it so far. The mentoring has provided me with an anchor for taking charge of my own development and the space to be able to reflect on how I do this in a supportive environment.

Nicola Dixon
(Service Manager Educational Standards)

Equality, Diversity and Inclusion Strategy

Workforce Profile as of March 2021

Protected Characteristic	Disability		Black, Asian, Minority Ethnic		Lesbian, Gay, Bisexual		Trans / Non-Binary		Female		Total
City Population	20%		36%		2%	Based on ONS Averages	0.07%	Based on ONS Averages	58%		Population – 249,470
	51,244		88,525		4,989		175		129,029		
All Grades	3%		26%		1%		0%		70%		Position Total – 4020
	137		1041		56		0		2798		
Grade 9 – 16	3%		24%		0%		0		63%		Position Total - 181
	5		43		0		0		114		
Grade 9	3%	3	31%	32	Data not disclosed on Agresso		Data not disclosed on Agresso		65%	68	104
Grade 10	0%	0	19%	6					66%	21	32
Grade 11	9%	2	23%	5					68%	15	22
Grade 12	0%	0	0%	0					20%	1	5
Grade 13	0%	0	0%	0					80%	4	5
Grade 14	0%	0	0%	0					40%	4	10
Grade 15	0%	0	0%	0					50%	1	2
Grade 16	0%	0	0%	0					0%	0	1

Equality, Diversity and Inclusion Strategy

Workforce Representation 2030 Vision – Workforce Aspirations

Protected Characteristic	Disability	Black, Asian, Minority Ethnic	Lesbian, Gay, Bisexual		Trans / Non-Binary		Female	Total
City Population	20%	36%	2%	Based on ONS Averages	0.07%	Based on ONS Averages	58%	Population – 249,470
	51,244	88,525	4,989		175		129,029	
2018 – 2020 Appointments <small>(Grade 9 - 16)</small>	4%	26%	0%		0%		62%	Appointments - 139
	6	36	0		0		85	
2021 Work Force Profile Position <small>(Grade 9 - 16)</small>	3%	24%	0%		0%		63%	Position Total - 181
	5	43	0		0		114	
Baseline Work Force Aspirations for 2030 <small>(Grade 9 – 16)</small>	20%	36%	2%		1%		58%	Position Total – 181
	36	66	4		2		105	
To Achieve This... <small>(At a minimum)</small>	+31	+23	+4		+2		Currently Out Performing	Total – 59

Equality, Diversity and Inclusion Strategy

Workforce Representation 2030 Vision –

To be reflective of the communities we serve

Advanced Recruitment and Development Opportunities

Remove artificial barriers e.g. job description / qualifications

To undertake a root and branch review of our recruitment policies and practices.

Attract and develop ‘diverse talent’ **in the region** – working in collaboration /partnership with neighbouring local authorities – consider supporting a regional positive action leadership programme. (recommendation 14 in the spotlight on inclusion report – WM Employers)

Elected members (portfolio holder) to be supported to develop greater awareness of diversity & inclusion considerations within their portfolios in relation to service delivery and the **workforce** .

Shortlist for all vacancies, at all levels
- to include diverse candidates, in our efforts to seek representation.
(guaranteed interviews ?)

Develop diverse talent – ‘grow your own’ Consider targeted advancement programme (for grade 10 and 11) to progress/prepare staff for senior leadership (deputy director/director) roles. Consider Executive Coaching.

Actively manage vacancy list to support / offer talented individuals to work for “periods of times in roles that they can actively manage their careers and develop their skills” – offer more secondments

Consider talent mapping (grade 9) – identify with high performers and offer additional opportunities shadowing /matrix working / target professional development – prepare staff for grade 10 and above roles .

Offer ‘flexible’ career pathways:
(Level 3 of the Management Development Programme and AIM Programme)
(Level 5 and Level 7 of the Management Development Programme)

Use Work Force Data to set robust diversity targets for Council’s senior Leadership teams - which forms part of our monitoring.

When advertising consider positive action/ affirmative action

Create and Offer career graded job opportunities

This will be reflected in the “Our People” Strategy

Challenges

Wider Impact of COVID-19 →
Financial, Economical and Social

Implementation in every part of the
Organisation

Census 2021

Medium Term
Financial Strategy

Next Steps...

Page 14

Consult on proposed approach	Continue to work at a pace ,be brave, be transparent, try new things – sense check
Genuine commitment to work towards achieving our 2030 Vision and to deliver against the ‘advanced recruitment and development options’	Top 20 ‘high level HR priorities’ identified
Performance management, monitoring and reporting	Keep a watchful brief on the EDI agenda- both internationally, nationally and locally .

Making a difference and showing outcomes

Develop ‘ pre visits’ programme’ for all internal /external candidates shortlisted for posts.	Position ourselves in the ‘market place’ – build relationships with community partners, champions and networks-including professional bodies
Ensuring that we share our approach with partners and ensure that others follow the approach – embedding fairness and inclusion across the City	Branding and image of CWC – an inclusive and welcoming place to work