

EDI Strategy 2022 – 2024 - Objective Three update:

Develop an inclusive workplace culture, where targeted professional training, development and support is provided'

Purpose

- To provide an update and seek feedback on the progress to date on the EDI Strategy 2022 – 2024, Objective Three:

Develop an inclusive workplace culture, where targeted professional training, development and support is provided

Wrap Around Support

Wrap Around Support summary

Wrap around support is

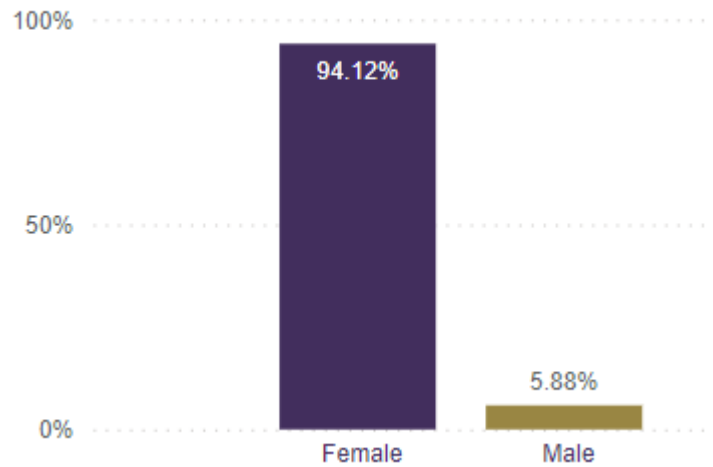
- an opportunity for an individual who has been unsuccessful at an interview, to receive support to understand the feedback received from the recruiting manager.
- the opportunity to speak with an OD Advisor and create a development plan to support them going forward with job applications.
- one to one tailor-made session focussed on the needs of that employee

The purpose of Wrap around support is to

- increase the employee's chances of being successful when interviewing for progressive roles or sideward moves within the council.
- maintain motivation for employees to apply for roles within the council.
- build confidence in the employee.
- ensure they understand the feedback given and accept it.

EDI KPI Measure	ODA01 The number of employees who have accessed wrap around support by gender	Why is this important	To ensure a diverse range of employees know about the scheme and are accessing it if they feel it would be useful for them. We can target promotion of the scheme to increase participation from those employees not represented inline with workforce population
Performance	April 2020-January 2023	% point difference	CWC workforce population
Male	5.88%	-62.81%	31.31%
Female	94.12%	62.81%	68.69%

Gender



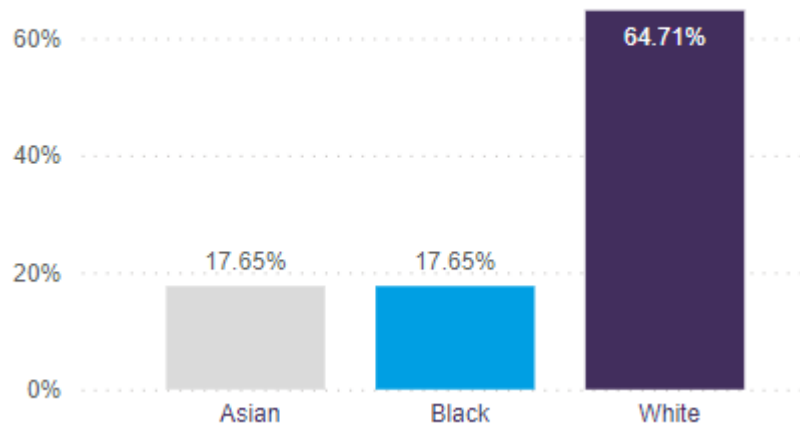
Total attendees
31

Total promoted
9

Summary: More females (94.1%) have undertaken this support mechanism than males. Of the total 31 attendees 9 have gained a promotion since undertaking the initiative

EDI KPI Measure	ODA01 The number of employees who have accessed wrap around support by ethnic group	Why is this important	To ensure a diverse range of employees know about the scheme and are accessing it if they feel it would be useful for them. We can target promotion of the scheme to increase participation from those employees not represented inline with workforce population
Performance	April 2020-January 2023	% point difference	CWC workforce population
Asian	17.65%	2.79%	14.86%
Black	17.65%	9.07%	8.58%
White	64.71%	2.05%	62.66%

Ethnic group



Total attendees
31

Total promoted
9

Summary: More White employees (64.71%) have attended this support mechanism compared to black or Asian employees.

Internal Mentoring by Protected Characteristic

Internal Mentoring summary

Internal Mentoring is

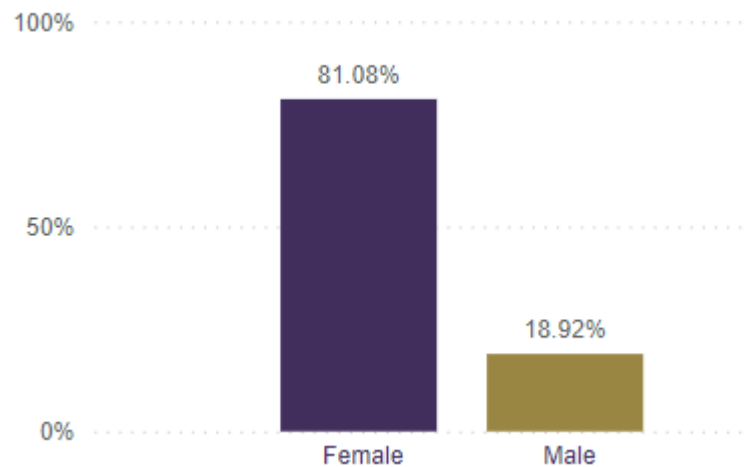
- available to all employees identifying with a protected characteristic
- carried out by senior managers including Heads of Service, Directors, Senior Managers and other employees who feel they have something to offer as a Mentor.
- an opportunity to undertake reciprocal mentoring, allowing the mentors to learn about peoples lived experiences from all different ethnic backgrounds and other under- represented groups from the mentees.

The purpose of the internal Mentoring

- To support our employees from different ethnic backgrounds and other under-represented groups so they can progress into management and senior management roles.
- To provide Mentors the opportunity to learn about the mentees lived experiences through reciprocal mentoring, especially those from different ethnic backgrounds form the Mentor.
- To offer an alternative mechanism for employees to voice their opinions on things and to be heard.
- To provide an alternative development intervention that is bespoke to the mentee and the mentor

EDI KPI Measure	ODA02 The number of employees who have accessed internal mentoring support by gender	Why is this important	To ensure a diverse range of employees know about the scheme and are accessing it if they feel it would be useful for them. We can target promotion of the scheme if required to increase participation from those employees not represented inline with workforce population
Performance	April 2020-January 2023	% point difference	CWC workforce population
Male	18.92%	-12.39%	31.31%
Female	81.08%	12.39%	68.69%

Gender



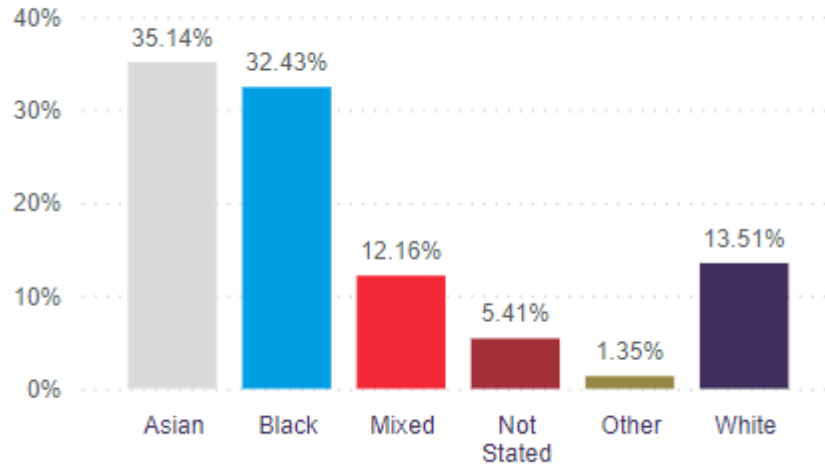
Total attendees
78

Total promoted
25

**Summary: The majority of employees who have undertaken Internal mentoring were female (81%)
Out of the total of 78 people who have undertaken Internal Mentoring 25 have achieved a promotion either during or after the intervention**

EDI KPI Measure	ODA02 The number of employees who have accessed internal mentoring support by ethnicity	Why is this important	To ensure a diverse range of employees know about the scheme and are accessing it if they feel it would be useful for them. We can target promotion of the scheme if required to increase participation from those employees not represented inline with workforce population
Performance	April 2020-January 2023	% point difference	CWC workforce population
Asian	35.14%	20.28%	14.86%
Black	32.43%	23.85%	8.58%
Mixed	12.16%	9.15%	3.01%
Not Stated	5.41%	-4.94%	10.35%
Other	1.35%	0.82%	0.53%
White	13.51%	-49.15%	62.66%

Ethnic group



Total attendees
78

Total promoted
25

Summary: Most people who attended this support mechanism identified as Asian (35.14%), Black (32.43%) or White (13.51%)

Coaching and Mentoring

Coaching and Mentoring summary

Coaching and Mentoring is provided by external providers and is

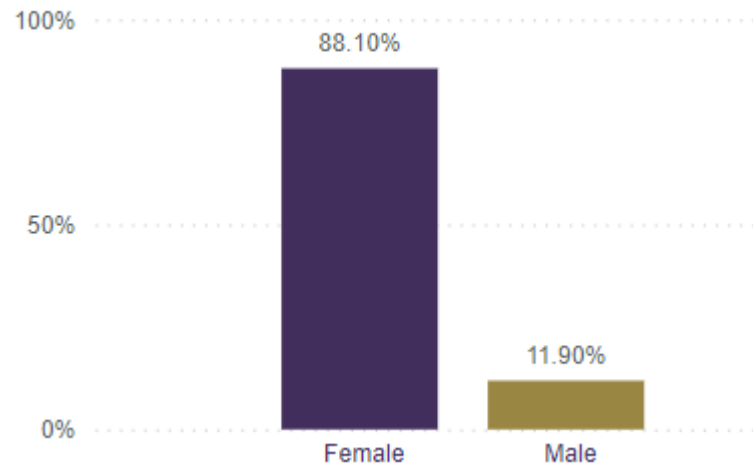
- There for all employees to access through the West Midlands Employees Coaching Pool.
- Free to all employees who complete the application on the coaching and mentoring pages on the Learning Zone on the Our People Portal
- A one-to-one development intervention targeted at the coachees goals and aspirations.
- Carried out by qualified coachees and mentors who have been vetted by the Pool

The purpose of this pool is

- To give employees the option to have an external coach or mentor to support them to achieve their goals
- To support those employees who have challenges or blockers which is stopping them achieving their goals
- To help develop coaches of the future which will support the culture of the council

EDI KPI Measure	ODA03 The number of employees who have accessed coaching and mentoring by gender	Why is this important	To ensure a diverse range of employees know about the scheme and are accessing it if they feel it would be useful for them. We can target promotion of the scheme if required to increase participation from those employees not represented inline with workforce population
Performance	April 2020-January 2023	% point difference	CWC workforce population
Female	88.10%	56.79%	31.31%
Male	11.90%	-56.79%	68.69%

Gender



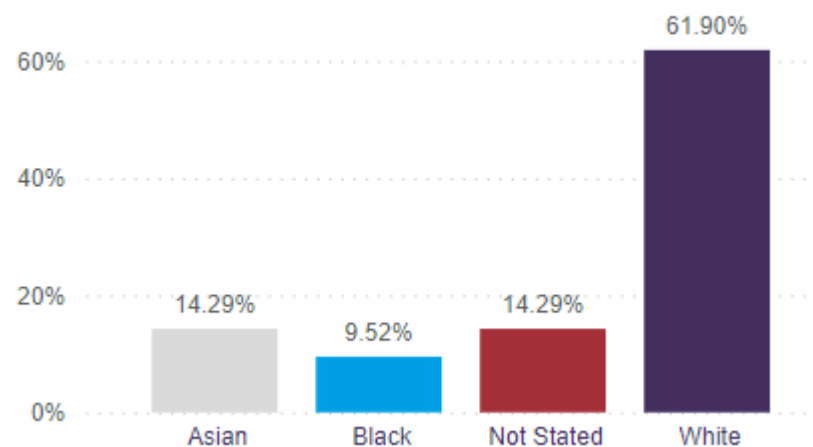
Total attendees
46

Total promoted
11

**Summary: The majority of people who have undertaken external coaching and mentoring are female (88%)
Out of the 46 employees who have undertaken external coaching 11 have achieved promotion either during or after the intervention**

EDI KPI Measure	ODA03 The number of employees who have accessed coaching and mentoring by ethnic group	Why is this important	To ensure a diverse range of employees know about the scheme and are accessing it if they feel it would be useful for them. We can target promotion of the scheme if required to increase participation from those employees not represented inline with workforce population
Performance	April 2020-January 2023	% point difference	CWC workforce population
Asian	14.29%		14.86%
Black	9.52%		8.58%
Not Stated	14.29%		10.35%
White	61.90		62.66%

Ethnic group



Total attendees
46

Total promoted
11

Summary: The majority of people undertaking external coaching are white (61.90%) although there is an even split between employees from other ethnic groups who have undertaken it.

Brilliant Leaders

Brilliant Leaders summary

Brilliant Leaders is a

- programme that is targeted to employees from black and other ethnic backgrounds
- programme for employees who are already in management roles and are looking to move into senior management roles within the council
- Programme that is provided by an external training provider and can be purchased through West Midlands employers
- it focusses on the challenges faced by employees from black and ethnic backgrounds when they are looking to achieve progression into senior management roles

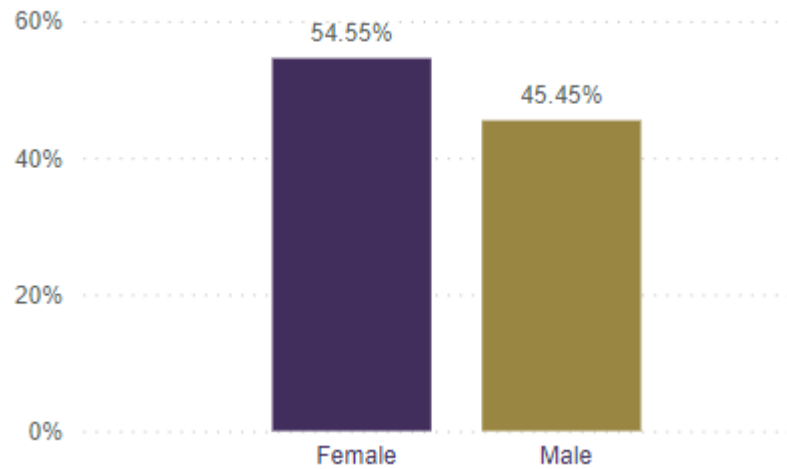
The purpose of Brilliant leaders

- is to prepare our current managers from black and ethnic backgrounds for senior management posts
- to tackle the common issues that arise e.g Imposter syndrome
- to engage the managers of the participants who can then support and learn about the issues faced by these employees
- is to build a confidence and motivation within our managers from black and ethnic backgrounds to apply for senior management posts within the council – ‘growing our own’

EDI KPI Measure	ODA04 The number of employees who have accessed brilliant Leaders programme by gender	Why is this important	
Performance	April 2020-January 2023	% point difference	CWC workforce population
Female	54.55%	23.24%	31.31%
Male	45.45%	-23.24%	68.69%

To ensure relevant employees from diverse backgrounds know about the scheme and are accessing it if they feel it would be useful for them. We can target promotion of the scheme if required to increase participation from those employees not represented inline with workforce population

Gender



Total attendees
13

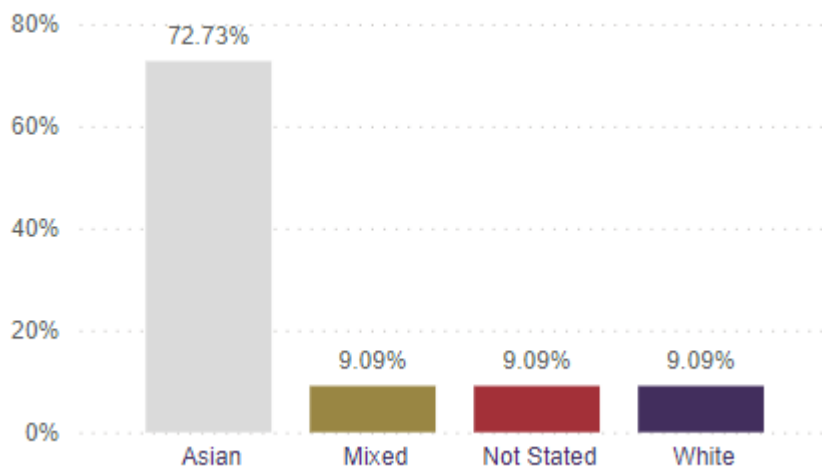
Total promoted
6

**Summary: There is a relatively even split of male and female participants for this development intervention
Out of the 13 employees who undertook the Brilliant Leaders intervention 6 have achieved promotion either during or after the programme**

EDI KPI Measure	ODA04 The number of employees who have accessed brilliant Leaders programme by ethnic group	Why is this important	To ensure relevant employees from diverse backgrounds know about the scheme and are accessing it if they feel it would be useful for them. We can target promotion of the scheme if required to increase participation from those employees not represented inline with workforce population
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Performance	April 2020-January 2023	% point difference	CWC workforce population
Asian	72.73%	57.87%	14.86%
Mixed	9.09%	6.08%	3.01%
Not Stated	9.09%	-1.26%	10.35%
White	9.09%	-53.57%	62.66%

Ethnic group



Total attendees
13

Total promoted
6

Summary: This intervention was targeted and people from black and other ethnic backgrounds, the majority of participants are Asian (72.73%)

Interview Skills

Interview Skills summary

Interview Skills workshops are

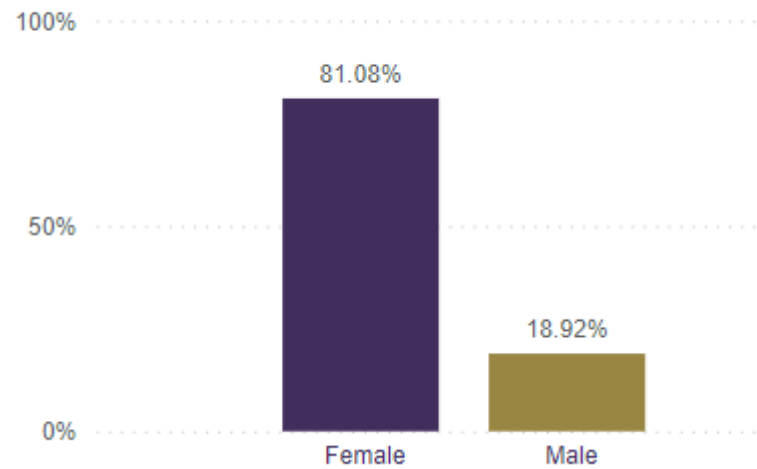
- Workshops designed for up to 3 employees
- Delivered by 2 Organisational Development Advisors
- Delivered virtually and face to face

The purpose of Interview Skills workshops

- To give knowledge and skills for employees to undertake excellent interviews when they are applying for new jobs within the council
- To give opportunity to actually try answering interview questions in a safe reflective learning environment

EDI KPI Measure	ODA05 The number of employees who have accessed interview skills by gender	Why is this important	To ensure a diverse range of employees know about the scheme and are accessing it if they feel it would be useful for them . We can target promotion of the scheme if required to increase participation from those employees not represented inline with workforce population
Performance	April 2020-January 2023	% point difference	CWC workforce population
Male	18.92%	-12.39%	31.31%
Female	81.08%	12.39%	68.69%

Gender



Total attendees
78

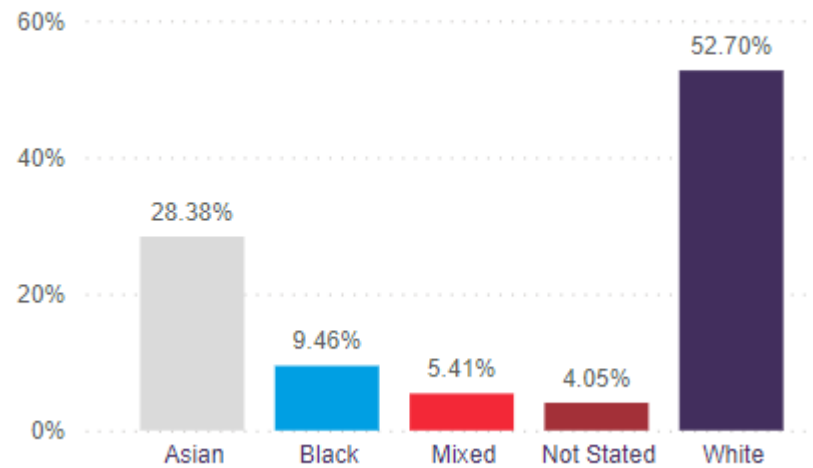
Total promoted
22

Summary: The majority of people who have undertaken the interview skills training were women (81.08%). Out of the 78 employees who have undertaken this initiative 22 have achieved promotion

EDI KPI Measure	ODA05 The number of employees who have accessed interview skills by ethnic group	Why is this important	To ensure a diverse range of employees know about the scheme and are accessing it if they feel it would be useful for them. We can target promotion of the scheme if required to increase participation from those employees not represented inline with workforce population
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Performance	April 2020-January 2023	% point difference	CWC workforce population
Asian	28.38%	13.52%	14.86%
Black	9.46%	0.88%	8.58%
Mixed	5.41%	2.40%	3.01%
Not Stated	4.05%	-6.30%	10.35%
White	52.70%	-9.96%	62.66%

Ethnic group



Total attendees
78

Total promoted
22

Summary: The majority of employees who have undertaken the interview skills training are white (52.7%) and Asian (28.38%). The data identifies that black or mixed employees also have participated.

CWC Apprenticeships

CWC Apprenticeships summary

An apprenticeship is

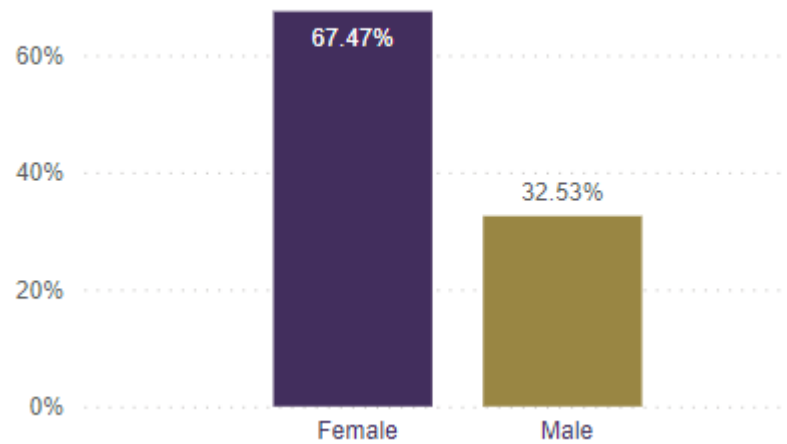
- A nationally recognised qualification
- They are aligned to a specific careers or professions
- This data relates to the different management qualifications and the Social Work Degree Apprenticeship.
- People are required to achieve a certain level of English and maths to be able to achieve apprenticeships

The purpose of an apprenticeship is to

- Support people to achieve a nationally recognised qualification whilst undertaking a job
- To develop a person so they can move to the next level .
- To support employees to gain professional qualifications required for certain job roles e.g Social Worker

EDI KPI Measure	ODA06 The number of employees who have accessed CWC Apprenticeships by gender	Why is this important	To ensure a diverse range of employees know about apprenticeships and are accessing them if they feel it would be useful. We can target promotion of apprenticeships if required, to increase participation from those employees not represented inline with workforce population
Performance	April 2020-January 2023	% point difference	CWC workforce population
Male	32.53%	1.22%	31.31%
Female	67.47%	-1.22%	68.69%

Gender



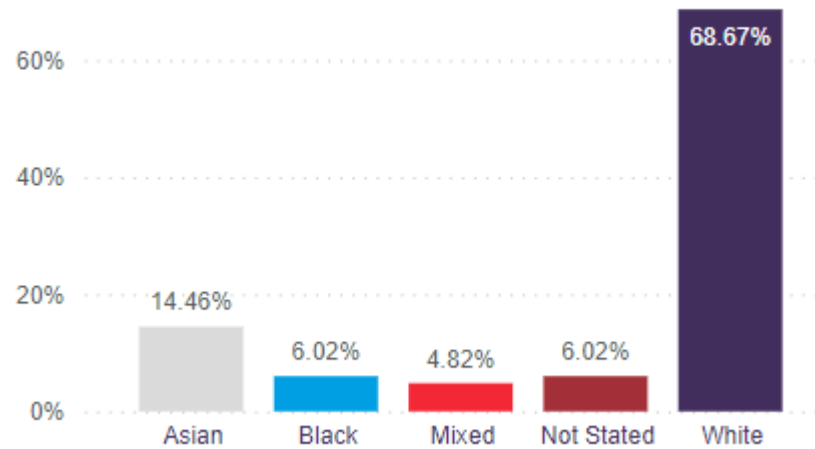
Total attendees
83

Total promoted
24

Summary: 2 thirds of the people who have undertaken apprenticeships in management and social work are women (67.47%). Out of the 83 employees who have undertaken a management or social work qualification 24 have secured a promotion either during or after the apprenticeship.

EDI KPI Measure	ODA06 The number of employees who have accessed CWC Apprenticeships by ethnic group	Why is this important	To ensure a diverse range of employees know about apprenticeships and are accessing them if they feel it would be useful. We can target promotion of apprenticeships if required, to increase participation from those employees not represented inline with workforce population
Performance	April 2020-January 2023	% point difference	CWC workforce population
Asian	14.46%	-0.40%	14.86%
Black	6.02%	-2.56%	8.58%
Mixed	4.82%	1.81%	3.01%
Not Stated	6.02%	-4.33%	10.35%
White	68.67%	6.01%	62.66%

Ethnic group



Total attendees
83

Total promoted
24

Summary: The majority of employees undertaking apprenticeships in management and social work are white (68.67%), then Asian and Black , Mixed and note stated where all about the same.

Aspire into Management

Aspire into Management summary

Aspire into Management is

- A management development programme specifically for employees who are looking to progress into management but cannot undertake the apprenticeships due to job role.
- face to face training carried out over a 10-month period
- It is based on knowledge and reflective experiences

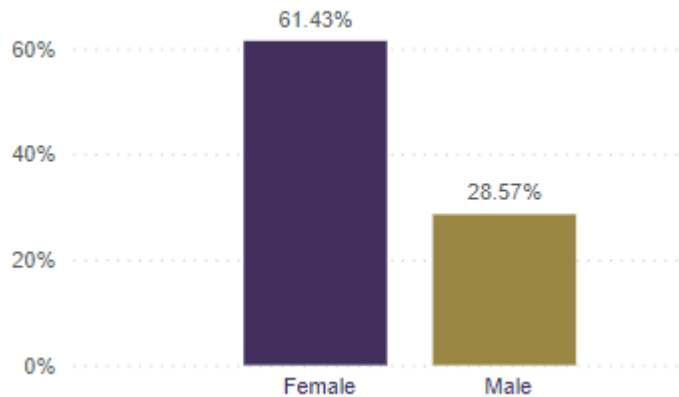
The purpose of this training is

- to develop our first line managers 'grow our own'
- developing people to manage who reflect the behaviours expected by employees and the council.
- to ensure there is a management development training opportunity for all employees so they can progress if that is what they want.

The data is based on the number of people we have on the programme now, but we still have people on programme who have not completed. Only one cohort of people have completed this new programme (15)

EDI KPI Measure	ODA07 The number of employees who have accessed Aspire into Management by gender	Why is this important	To ensure there is a diverse range of employees coming forward to undertake this training, ensuring that we have managers from a diverse background in the future.
Performance	April 2020-January 2023	% point difference	CWC workforce population
Female	61.43%	-7.26%	68.69%
Male	28.57%	-2.74%	31.31%

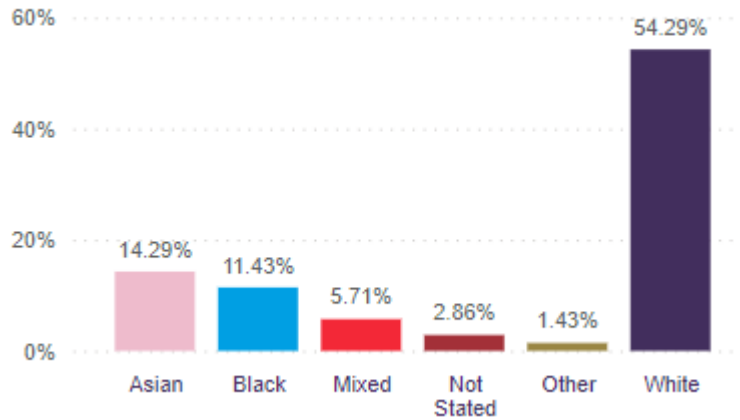
Gender



Summary: In total there have been 70 people who are registered to the AIM programme, 15 have gone through the total programme and the rest are still on programme. There were twice as many women undertaking the programme than men. Out of the cohorts completed and still in progress 10 employees have achieved a promotion within the council

EDI KPI Measure	ODA07 The number of employees who have accessed Aspire into Management by ethnic group	Why is this important	To ensure there is a diverse range of employees coming forward to undertake this training, ensuring that we have managers from a diverse background in the future.
Performance	April 2020-January 2023	% point difference	CWC workforce population
Asian	14.29%	-0.57%	14.86%
Black	11.43%	2.85%	8.58%
Mixed	5.71%	2.70%	3.01%
Not Stated	2.86%	-7.49%	10.35%
Other	1.43%	0.90%	0.53%
White	54.29%	-8.37%	62.66%

Ethnic group



Total attendees
70

Total promoted
10

Summary: just over half of people undertaking this training are white (54.29%), the remaining being from a Black or other ethnic background.