



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 3rd- 6th 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 3rd 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 3rd party hate crime reporting sites. There are a number of sites in the City that are part of a wider 3rd 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 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.

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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 3rd 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