

Our Council Scrutiny Panel

Proposed approach to Equality Diversity and Inclusion Strategy

30 June 2021

Presenter:

Sarah Campbell

Customer Engagement
Manager

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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.....

A purple speech bubble with a white outline and a small tail pointing downwards.

We will do the right thing

A purple speech bubble with a white outline and a small tail pointing downwards.

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...

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