An additional meeting of the above Committee will be held on Tuesday 7 September 2021 at the Town Hall, Royal Leamington Spa at 6.00pm and available for the public to watch via the Warwick District Council YouTube channel.

Councillor J Tracey (Chairman)

Councillor L Bartlett	Councillor J Kennedy
Councillor A Day	Councillor P Kohler
Councillor B Gifford	Councillor M Mangat
Councillor J Grey	Councillor R Margrave
Councillor R Hales	Councillor N Tangri

Emergency Procedure

At the commencement of the meeting, the emergency procedure for the Town Hall will be announced.

Agenda

1. **Apologies & Substitutes**

   (a) to receive apologies for absence from any Councillor who is unable to attend; and
   (b) to receive the name of any Councillor who is to act as a substitute, notice of which has been given to the Chief Executive, together with the name of the Councillor for whom they are acting.

2. **Declarations of Interest**

   Members to declare the existence and nature of interests in items on the agenda in accordance with the adopted Code of Conduct.

   Declarations should be disclosed during this item. However, the existence and nature of any interest that subsequently becomes apparent during the course of the meeting must be disclosed immediately. If the interest is not registered, Members must notify the Monitoring Officer of the interest within 28 days.

   Members are also reminded of the need to declare predetermination on any matter.

   If Members are unsure about whether or not they have an interest, or about its nature, they are strongly advised to seek advice from officers prior to the meeting.

3. **Minutes**

   To confirm the minutes of the meetings held on:
   (a) 15 June 2021; and   **(Pages 1 to 4)**
   (b) 1 July 2021.   **(Pages 1 to 3)**

4. **Equality & Diversity Task & Finish Group**

   To consider a report from Councillor M Mangat

   (Pages 1 to 15 & Appendices 4 - 6)

5. **Corporate Apprenticeship Programme Update**

   To consider a report from Human Resources   **(Pages 1 to 10)**

6. **Responsibilities of Employment Committee**

   To consider a report from Human Resources & Democratic Services   **(Pages 1 to 4)**

General Enquiries: Please contact Warwick District Council, Riverside House, Milverton Hill, Royal Leamington Spa, Warwickshire, CV32 5HZ.
Telephone: 01926 456114
E-Mail: committee@warwickdc.gov.uk

For enquiries about specific reports, please contact the officers named in the reports. You can e-mail the members of the Committee at employmentcommittee@warwickdc.gov.uk

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Employment Committee

Minutes of the meeting held on Tuesday 15 June 2021 at the Town Hall, Royal Leamington Spa at 6.00pm.

Present: Councillors; Bartlett, Day, B Gifford, Hales, Kennedy, Kohler, Mangat, Murphy, Tangri and Tracey.

1.   **Apologies and Substitutes**

   (a)   there were no apologies for absence made; and

   (b)   Councillor Murphy substituted for Councillor Grey.

2.   **Appointment of Chairman**

   It was proposed by Councillor Hales, duly seconded by Councillor Bartlett and

> **Resolved** that Councillor Tracey be appointed Chairman of the Committee for the ensuing municipal year.

3.   **Declarations of Interest**

   There were no declarations of interest made.

4.   **Minutes**

   The minutes of the meeting held on 26 April 2021, was taken as read and signed by the Chairman as a correct record, subject to the inclusion of Councillor Tracey in the list of Members present at the meeting.

5.   **CMT/SMT Review**

   The Committee considered a report from the Chief Executive that sought approval for further changes to the Senior Management Team at Warwick District Council to create a Joint Warwick District Council (WDC) and Stratford-on-Avon District Council (SDC) Senior Management Team.

   The proposals in the report brought forward recommendations that completed the inception of a Shared Joint Head of Service/Senior Management Team.

   There would remain one employer for these roles to ensure a distinction between line reporting and performance management responsibilities. Contracts for these roles were being developed to ensure governance and accountability. The sharing of posts in this way could be achieved through agreement under S113 of the Local Government Act 1972 which enabled the officers to work and take decisions for one authority while being paid by another Council. This decision had been agreed previously by both Councils.

The Chief Executive drew Members' attention to the statutory post of Monitoring Officer and the fact that Warwick District Council's current Monitoring Officer would be giving up this role and it would be passing to Phil Grafton at Stratford District Council under the new arrangements. The appointment to the Monitoring Officer role could only be ratified by Council. The "person" had to be appointed to this specific role because they had to be judged to be a fit and proper person to carry out the duty.

The Head of Place and Economy position did not have an equivalent Head of Service at either Authority but there were potentially two suitable candidates employed currently. The role the person finally appointed to this position would be removed from the establishment and that would achieve savings.

The financial implications of the recommendations would go to Cabinet in July and if considered appropriate, Council would be asked for approval with the intention for the new arrangements to start on 2 August 2021.

In response to questions from Members, the Chief Executive explained that:

- The Council had already achieved over £100,000 worth of savings, and other savings would accrue from the shared Heads of Service. Timings of the changes accounted for the expected savings not yet being achieved. This financial year, the savings were slightly less than anticipated, but it was necessary to look at the whole programme which would run over two to three years.
- It was anticipated that there would be a further reduction in the number of Heads of Service; there would be one less Chief Executive and this would help achieve further savings. The full details would be in the report to the Cabinet, which would mean the Scrutiny Committees would get the opportunity to examine the report.
- A lot of the savings would be achieved in the early stages, but it was possible that not all of the savings would be achieved. However, the savings to be made would be significant.
- The merger of the two Councils was the merger of the constitutional elements and identities of the two Councils. There were numerous Councils who had gone down this path with a single Chief Executive and several shared Heads of Service; some had even gone further. But they maintained their individual identities in respect of political, constitutional and democratic makeup. The proposals in the report did not mean that the merger of the two Councils was inevitable and they could remain separate but with shared staff. This meant a lot could be done without Government consent to merge.
- This set of proposals did not have any redundancies in staffing; going forward the intention was to keep vacancies as they occurred to reduce redundancies. Redundancies would be avoided if possible.
- Employment Committee had no responsibility in the appointment of the Monitoring Officer, other than what was included in the recommendations in the report.
- An organisational chart would be circulated to Councillors, but the Head of Place and Economy appointment would be dependent on a decision on which Council would be the lead employer. It was hoped that this appointment would be made in readiness for 2 August.

- It was possible that additional staff resource would be required for the formal merger.

It was agreed to change the wording of recommendation 2.13 in the report to make it explicit that the sharing of employees referred to the sharing of all roles below Heads of Service level.

Councillors asked the Committee's thanks to the Chief Executives at both Warwick District Council and Stratford District Council and to everyone involved with the work be recorded in the minutes of the meeting.

It was proposed by Councillor Day and seconded by Councillor Hales and

Recommended to Council that Article 12 to the Constitution, and the Structure Chart that forms Part 7 of the Constitution is updated to reflect these changes and asks officers, in consultation with the Leader, to update the scheme of delegation to reflect these revisions and report them to Council on 14 July 2021.

Resolved that:

(1) the creation of a permanent post of Programme Director for Climate Change (PDCC) from 2 August 2021 and that this is a shared post with SDC, be approved;

(2) the appointment of the current post holder of the fixed term post of the PDCC to the permanent post of shared PDCC in accordance with a Section 113 Agreement, be approved;

(3) the creation of Head of Law and Governance (with the statutory Monitoring Officer responsibilities) post from 2 August 2021 and that this is a shared post appointed to by SDC in accordance with a Section 113 Agreement. The allocation of the Monitoring Officer's responsibilities will require confirmation by Full Council, be approved;

(4) the creation of a Deputy Chief Executive post from 2 August 2021 and that this is a shared post appointed by SDC in accordance with a Section 113 Agreement, be approved;

(5) the sharing of the current WDC Deputy Chief Executive (with the Monitoring Officer responsibilities being removed) with SDC in accordance with a Section 113 Agreement from 2 August 2021, be approved;

(6) the creation of Head of Development post from 2 August 2021 and that this is a shared

post appointed by SDC in accordance with a Section 113 Agreement, be approved;

(7) the sharing with SDC of the post of Head of People and Communications from 2 August 2021 in accordance with a Section 113 Agreement, be approved;

(8) the sharing with SDC of the post of Head of Community Protection (currently known as Head of Health & Community Protection) from 2 August 2021 in accordance with a Section 113 Agreement, be approved;

(9) the sharing with SDC of the post of Head of Culture, Tourism and Leisure (currently known as Head of Cultural Services) from 2 August 2021 in accordance with a Section 113 Agreement, be approved;

(10) the sharing with SDC of the post of Head of Housing (currently known as Head of Housing Services) from 2 August 2021 in accordance with a Section 113 Agreement, be approved;

(11) the principle of a Head of Place and Economy covering the Planning Policy, Projects and Economic Development activities of WDC and of SDC and that a further detailed report is brought to agree the process of implementation for that post, be approved;

(12) future Section 113 Agreements in relation to the sharing of all roles below Heads of Service level will be subject to CMT approval, be noted; and

(13) overall the Joint Management Team will (including existing CEOs of both Councils) amount to 17 people, 3 less compared to each Council's original establishment in 2020 and that it is anticipated that over the length of the programme (to 2024) that this will reduce further to one CEO and the Heads of Service to 10 from 12, be noted.

(The meeting ended at 6.48pm)

CHAIRMAN
7 September 2021

Employment Committee

Minutes of the meeting held on Thursday 1 July 2021 at the Town Hall, Royal Leamington Spa at 6.00pm.

Present: Councillor Tracey (Chairman); Councillors; Bartlett, B Gifford, Hales, Kennedy, Kohler, Mangat and Margrave.

6. **Apologies and Substitutes**

    (a)   there were apologies for absence from Councillor Day, Grey and Tangri; and

    (b)   there were no substitutes.

7. **Declarations of Interest**

    There were no declarations of interest made.

8. **Head of Place & Economy**

    The Committee considered a report from the Chief Executive that provided an update regarding recruitment of the Head of Place and Economy as part of the creation of the Joint Warwick District Council (WDC) and Stratford-on-Avon District Council (SDC) Joint Management Team, along with the proposed selection process for the newly created Head of Place and Economy.

    At Council on 5 August 2020, it was agreed that employees may be placed at the disposal of 'the other Council' as required, under a Section 113 Agreement. To date all posts subject to an Agreement had been Head of Service level or above, so had been brought to the Employment Committee.

    Where WDC was identified as the lead employer, the SDC Portfolio Holder was invited into the process as a stakeholder group as part of the first stage interview providing feedback to the shortlisting panel, but with no decision-making responsibilities.

    At its meeting on 15 June 2021, this Committee agreed to the principle of a Head of Place and Economy covering the Planning Policy, Projects and Economic Development activities of WDC and of SDC and that a further detailed report would be brought to agree the process of implementation for that post.

    SDC would be leading on this recruitment and they were taking a report to their Employment & Selections Committee on 6 July 2021 to confirm arrangements for this process. Their proposed programme was set out in the report.

    For the recruitment of the Head of ICT, WDC undertook the recruitment process with only limited involvement from the relevant SDC Portfolio Holder. On review of this and following closer working relationship that had now formed with SDC, while they were leading on this recruitment the

Leader and Chief Executive of SDC offered more detailed engagement with WDC Councillors as a step towards future working and recruitment exercises, which it was anticipated a joint approach would be brought forward later in the year.

As with the recruitment for the Head of ICT Services, West Midlands Employers would provide independent external support during the selection process.

Consultation had begun with the affected officers who were already in post as part of the organisational redundancy and policy procedure to ring fence vacancies in order to prevent the likelihood of a redundancy situation.

Following the wider reports in recent weeks it was considered appropriate to ensure the Constitution should be updated as soon as possible to reflect the changes that had been made.

Members of the Committee had concerns that if the dates were to be confirmed it could be possible that one or more of the members of the Panel would not be available on the specific date. Therefore to allow for this, an amendment to the recommendation in the report was suggested by the Democratic Services Manager & Deputy Monitoring Officer that if this occurred a replacement to the role could be appointed by the Chairman of the Committee in consultation wit the Head of People & Communications. This was accepted by the Committee.

It was proposed by Councillor Day and seconded by Councillor Bartlett and

Recommended to Council that Article 12 to the Constitution, and the Structure Chart that forms Part 7 of the Constitution, is updated to reflect this change and authorises officers, in consultation with the Leader, to update the scheme of delegation to reflect these revisions and report them to Council on 28 July 2021 to come into effect from 2 August 2021.

Resolved that

(1)   the creation of a shared post, appointed to by SDC, Head of Place and Economy, be approved and this will be accordance with a Section 113 Agreement, be noted;

(2)   Councillor Bartlett, Hales, Kennedy and Kohler of this Committee be appointed to join Councillor Cooke, as Portfolio Holder, as stakeholder panel to support the SDC recruitment process;

(3)   if one of the representatives of this Committee are unable to attend the Panel the Chairman, in consultation with the Head of People & communications, be authorised to appoint a

replacement Councillor from this Committee; and

(4)   the reason for this meeting to be called with less than five clear days notice was to enable the recruitment process to move forward as swiftly as possible, be noted.

(The meeting ended at 6.10pm)

CHAIRMAN
7 September 2021

Title: Equality & Diversity Task & Finish Group
Lead : Councillor Mangat, mini.mangat@warwickdc.gov.uk
Portfolio Holder: Andrew Day
Public report
Wards of the District directly affected: None

Contrary to the policy framework: No
Contrary to the budgetary framework: No
Key Decision: No
Included within the Forward Plan: 1,235
Equality Impact Assessment Undertaken: No
Consultation & Community Engagement: No
Final Decision: No
Accessibility checked: Yes

Officer/Councillor Approval

Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	13/8/2021	Chris Elliott
Head of Service	13/8/2021	Tracy Dolphin
CMT	13/8/2021	Chris Elliott, Andrew Jones,
Section 151 Officer	13/8/2021	Mike Snow
Monitoring Officer	13/8/2021	Andrew Jones
Finance		
Portfolio Holder(s)	13/8/2021	Andrew Day

1. Summary

1.1.   The report sets out the recommendations from the Task & Finish Group, supported by the Overview & Scrutiny Committee, in respect of equalities issues relating to the internal practice and polices, and the experiences by employees of WDC with a Black, Asian and Minority Ethnic (BAME) background[1].

2. Recommendations

2.1.   The Employment Committee notes the progress WDC has made with regard to adopting positive equality and diversity policies with tangible outcomes, and commit to do more and make the District and the Council an exemplar of best practice in equality, diversity and inclusion, especially with regard to racial equality.

2.2.   The Employment Committee:
   (i)   approach Stratford-on-Avon District Council to similarly endorse these recommendations that owing to the proposals to bring together staff as part of the consideration of a merger proposal;
   (ii)   that they endorse the use of the Race Equality Code 2020 and Race at Work Charter, as set out at Appendices 4 and 5 of the report, to underpin the equality, diversity and inclusion action plan each year. This will require the setting of agreed indicators, both quantitative and qualitative, so success can be measured against the action plan;
   (iii)   that the Chief Executive appoints a senior manager to be a champion for Race Equality within the organisation;
   (iv)   that they note that the current ethnicity data is based on the 2011 Census but will be updated following the publication of 2021 census data; and that this be used as the basis for the Council better reflecting the communities it serves;
   (v)   that they welcome the publication of the first data on the ethnicity pay gap in November 2020 and the commitment from this Council to produce this information annually;
   (vi)   that they endorse the intention, within the next five years, to increase the diversity in senior managers across the Council so that it is more reflective of the racial and ethnic diversity of the local community in the District;
   (vii)   that they endorse the intention, within the next three years, to increase the racial and ethnic diversity within the posts of Chief Executive, Deputy Chief Executives, Programme Director for Climate Change and Heads of Service, with a minimal expectation equivalent to one post, so that it is at least reflective of the racial and ethnic diversity of the local community in the District;
   (viii) that they endorse the adoption of the Rooney Rule (as explained in paragraph 3.13 of this report) for all recruitment processes by Warwick District Council for vacancies at Service Manager, Head of Service, Deputy Chief Executive or Chief Executive position, and the Employment Committee asks officer to bring forward proposals on how the current recruitment process for these roles should be revised to accommodate this approach;

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[1] For purposes of brevity, the term 'BAME' has been used throughout this report. The Group acknowledges that it is unsatisfactory and that all ethnic groups should ideally be referred to specifically.

(ix) that they endorse the approach that, subject to computer software changes being possible, from 1 April 2022, all applications for positions in the Council will be anonymised prior to short listing by the recruiting manager;

(x) that to support the delivery of the above recommendations, Officers are tasked to bring forward proposals for the introduction of a specialist role, for a given time period, and to address the need for other necessary supporting resources.

2.3 The Employment Committee notes the progress and impact of the recommendations are to be reported to the Overview & Scrutiny Committee in 12 months from the date of the consideration of this report.

2.4 That the Employment Committee notes the Overview & Scrutiny Committee have asked the Task & Finish Group to produce a timetable to the September meeting for the review of service delivery, as set out within its scope, including details of community engagement and including the officer and other resources needed to support this process.

3. Reasons for the Recommendations

3.1. In June 2020 the Council approved a motion, as part of the international response following the death of George Floyd, and as a result of that Motion the Overview & Scrutiny Committee were asked to establish a Task and Finish Group. The Task and Finish Group would be charged with undertaking a review of the Council's approach to equality and diversity, especially with regard to race. Its report to the Committee would include an action plan with a view to the Executive adopting the Committee's recommendations in the report and its action plan. The progress and outcomes of the action plan would be monitored by the Overview & Scrutiny Committee, with the expectation that measurable improvements would be made by 2023.

3.2. The Overview & Scrutiny Committee supported the request and appointed a Task & Finish Group at its meeting on 22 July 2020, along with its Scope as set out at Appendix 1.

3.3. The Group met on 11 occasions and spent time collecting a considerable amount of information, as set out at Appendix 2. This work involved meeting with officers of Warwick District Council, officers of Warwickshire County Council (as the Council's appointed equality advisor), as well as representatives from Investors in People, a trade union and West Midlands Employers. On completion of that research phase, interviews were conducted with a number of BAME employees at WDC. The interviews were anonymised and conducted by an independent third party.

3.4. A significant amount of evidence was provided to the Group, as well as further background reading and research. A list of data provided appears in Appendix 2, with a very brief summary of ethnicity data in Appendix 3.

3.5. The Group were aware of the partnership work with Stratford-on-Avon District Council, which it is anticipated will see all employee policies aligned. Therefore, it is vital that the recommendations and this work is also adopted by Stratford-on-Avon District Council and so a conversation needs to be had to this effect. If

this does not happen it will make it significantly harder to bring forward these changes and enable broader cultural change.

3.6.   The Group were generally reassured with the position the Council is in, in terms of equalities, and that a significant amount of work has been undertaken over a number of years on equalities in general. The HR department provided a significant amount of information including policies, procedures and data that was held by WDC, and additional data held by WCC. WDC collects and monitors the diversity of its staff to better understand its profile compared with local and national data and to ensure that the workforce is reflective of the communities served. Compared with data from the 2011 Census, WDC's Black, Asian and minority ethnic (BAME) representation of 10.32% is roughly representative of BAME communities within Warwickshire (11.8%). At June 2020, 58 out of 512 WDC employees were BAME, while 46 officers had chosen not to record their ethnicity (disclosure of ethnic background is optional for staff and Members). The Group were disappointed that more recent local data could not be provided to show the ethnicity of Warwick District residents to provide a more accurate comparison with the community the Council serves, but recognise this will be updated when the 2021 census data is published.

3.7.   WDC's BAME employees are not evenly spread across the organisation, nor are they evenly spread across pay bands, as set out within the Ethnicity Pay Gap report, that was considered by Council. At 31 March 2020 the highest concentration of BAME employees was in the lower middle quartile (15.5%), although a small increase has been seen in the middle and upper quartiles since 2018. WDC is to be praised for having reported on the Ethnicity Pay Gap ahead of many other councils and organisations. However, although the gap has reduced significantly in recent years, there was an 8.9% pay gap between the mean hourly rate for BAME employees and those White British/unknown at 31 March 2020, and an 11.2% pay gap between the median hourly rate. In view of this evidence, the Group felt there was a need to introduce proactive measures to try and increase the racial and ethnic diversity representation within senior management.

3.8.   There is a commitment at WDC to having a diverse and inclusive workforce, and strategies have already been adopted that should result in greater recruitment of BAME employees as well as better opportunities for development. Input from West Midlands Employees regarding recruitment for Head of service level and above has already resulted in the adoption of 'anonymising' candidates to remove unconscious bias in selection, and the Group strongly endorses this approach; the Group believes further recommendations could be adopted to widen the media channels used so more BAME applicants are attracted.

3.9.   Following the research phase, it was clear that further evidence was needed from the point of view of WDC's BAME employees, to ascertain the extent to which policies were embedded in practice. The Group appointed WME to conduct interviews, and nine WDC staff of BAME background provided their (anonymous) experience. While the Group acknowledges that the sample was small (nine out of an estimated BAME workforce of 58), and that their views may not be wholly representative of BAME staff in general, the small sample should not in any way detract from the findings. Put simply, although two thirds felt valued and respected, one third did not; around half believe they do not have the same opportunities as their white counterparts, and two thirds feel that the selection process for roles is not transparent. In general, it was felt

that the correct policies were in place, but that having a diverse workforce was not promoted by the organisation's culture and equality was not being led from the top and that there are no promises or commitments to promote the Equality agenda from the Senior Management Team. These findings, taken alongside employment data and the ethnicity pay gap, have convinced the Group that further racial equality initiatives are needed, together with strategies such as adoption of the Race Equality Code and application of the Rooney Rule.

3.10. The research undertaken identified that there is a wider community and cultural aspiration for promoting diversity within the workplace, and that a body of 'best practice' strategies has been developed. A number of models exist to illustrate the embedding of inclusive practice, and while WDC has shown commitment to this, there was opportunity to improve. In order for WDC to develop inclusion 'maturity', the Group believes it should adopt best practice from examples such as the Race Equality Code 2020 and the Race at Work Charter. Other Local Authorities (Birmingham City Council, for example), have worked towards the adoption of the Code. It does not create new obligations but provides one set of standards and an overarching accountability framework based on 4 principles: (Reporting – it's time to report on race; Action – it's time to demonstrate accountability from the top; Composition – it's time to get to define the right targets; and Education – it's time to provide psychologically safe places). Adoption of the Code will help to further develop a culture of inclusivity within the Council.

3.11. Adopting the Race at Work Charter introduction would demonstrate a commitment from the Council in the most senior Leadership roles to undertake service and leadership transformation, then building in expectations and the right culture regarding equalities, diversity and inclusion, especially racial equality. From the WME reports it is clear that leadership of equality is not the job of HR, and in order to further improve the culture of and inclusiveness, commitment from top leadership is essential.

3.12. The Task and Finish Group welcomed the production and publicity of an ethnicity pay gap report and the commitment from the Council to continue to publish this data annually alongside the gender pay gap report. This has been specifically highlighted as one of the positive steps the Council has taken in promoting equality generally and being open with its community. The Group were also aware that there would be ongoing monitoring of the recruitment process to identify applications being made to the Council, how these were progressing and the diversity within the Council overall.

3.13. Within the information provided to the Group, no member of SMT identifies as BAME, which is not reflective of the wider organisation and community. It is recognised that to promote engagement with the wider community and to encourage a more diverse workforce, the community and applicants will look to see themselves within senior positions. The lack of BAME representation in senior management is considered to have a direct effect on the wider recruitment and engagement from and with the community. A positive change of culture is needed within the Council to help achieve a more diverse and inclusive workforce. This focus on recruitment and talent development processes will itself be dependent on data collection and analysis; fostering safe, open and transparent dialogue; mentoring, support and sponsorship; and working with a more diverse set of suppliers and partners.

3.14. Adopted in 2003, the Rooney Rule is a USA National Football League policy requiring every team with a head coaching vacancy to interview at least one or more diverse candidates. In 2009, the Rooney Rule was expanded to include general manager jobs and equivalent front office positions. The introduction of the Rooney Rule is considered appropriate for the Council to promote a more inclusive senior management team. Application of the Rule for key managerial positions requires a racially diverse set of candidates for consideration and will widen the talent pool.

3.15. The work undertaken by WME with colleagues within the Council highlighted some areas of concern. It is recognised that although a limited number of staff participated, it identified, along with examples of best practice considered by the Group, that there is significant more progress to be made in developing the Council's overall maturity in relation to race equalities. The view of one of the interviewees summarises the current position succinctly: 'The WDC culture is 'treating everyone the same' when this is not the solution, and it is about giving people equal opportunities and addressing the imbalance.' To achieve this, an action plan needs to be drawn up that sets out what steps will be taken, and the Council needs to be realistic about its current level of available resources for this. This will need the support of an expert, and under current resource constraints it is considered this will not be possible. However, an action plan can be developed as part of the transformation process for the possible merger with Stratford, which will see a cultural shift for both Councils. As well as the above, the specialist can review the work and findings of this Group and develop a wider action plan for consideration by Senior Management and Members.

3.16. With this action plan there is a need to look for evidence of engagement and change within the Council over time. It may be considered advisable to bring forward focussed inclusion groups for employees within the Council but this will need careful consideration to ensure appropriate engagement. For these reasons it is considered that a specialist in this area of work is needed to help the Council move forward.

3.17. It is important for the Committee to monitor progress on the recommendations. Considering the detail of these, it is important that sufficient time is provided to bring these forward.

3.18. The recommendations were reported to the Overview & Scrutiny Committee at their meeting on 6 July 2021. Some aspects of the report are also relevant to the Employment Committee and therefore these will also be reported to them at their next meeting on 7 September 2021.

3.19. The Employment Committee will be aware that the Cabinet considered aa similar report on the 12 August 2021. Therefore in taking its decisions this Committee needs to be mindful of taking the Cabinet decision. It should however be noted that the remit of this Committee is clear in that it is responsible for "To approve any policies affecting staff employment, working conditions or conditions of services e.g. the content of the Personnel Handbook and Personnel Strategy", therefore the decisions on these matters are for the Committee to take.

4. Policy Framework

4.1. Fit for the Future (FFF)

4.1.1. The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

4.1.2. The FFF Strategy has 3 strands, People, Services and Money, and each has an external and internal element to it, the details of which can be found <u>on the Council's website</u>. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

4.2. FFF Strands

4.2.1 **External impacts of proposal(s)**

People - Health, Homes, Communities - The report will have no direct impact for the community but aims to bring forward changes to the Council to enable it to more closely represent the Community it works for.

Services - Green, Clean, Safe – No direct impact from this report.

Money- Infrastructure, Enterprise, Employment - No direct impact from this report.

4.2.2. **Internal impacts of the proposal(s)**

People - **Effective Staff** – The recommendations with the report should provide a more inclusive and representative Council which will create an improved culture and show strong community leadership in respect of race equality.

Services - Maintain or Improve Services - No direct impact from this report.

Money - Firm Financial Footing over the Longer Term - No direct impact from this report.

4.3. **Supporting Strategies& Changes to Existing Policies** – The report will impact on the Supporting People Strategy, recruitment polices and the Equality & Diversity Action Plan. These will all need to be revisited if the recommendations are approved.

4.4. Impact Assessments

4.5.1. The Equality Impact Assessment is set out at Appendix 6 to the report.

5. Budgetary Framework

5.1. The report does not directly impact on the budgetary framework or budget.

6. Risks

6.1. The inclusion of aspirational percentages of BAME colleagues within the Council and at senior level within the Council may open the Council to a potential challenge, on grounds of positive discrimination, from individuals, unions and other organisations. This is where the Equality Impact Assessment will be used to demonstrate the application of recommendations to make the Council more representative of its community.

6.2. The proposed use of the Rooney Rule, or a similar process could open the Council up to challenge on grounds of positive discrimination. However, at this stage the recommendation is only to consider and bring forward proposals so that these risks can be considered in detail and advised upon.

7. Alternative Option(s) considered

7.1. The report contains the recommendations of the Task & Finish Group and so there are no alternatives.

Review Topic (Name of review)	The Council's approach to equality and diversity, especially with regard to race
Working Group Members	Councillors Gifford, Mangat, Noone (10 November 2020), Tangri and Illingworth (10 November 2020 onwards)
Key Officer Contact	Tracy Dolphin, Head of P & C, Tarandeep Mahal, HR Business Partner, Liz Young, Community Partnership Team Manager, Rose Winship, Head of Cultural Services (Chair of PSSG), Nicki Curwood Marketing and Communications Manager (others as and when required)
Scrutiny Officer Support	TBC
Rationale (key issues and/or reason for doing the review	On 24 June 2020 Council approved a notice of Motion proposed by Councillor Mangat and seconded by Councillor Tangri. Part of the Motion requested that the Overview and Scrutiny Committee establish a Task and Finish Group. The Task and Finish Group would be charged with undertaking a review of the Council's approach to equality and diversity, especially with regard to race. Its report to the Committee would include an action plan with a view to the Executive adopting the Committee's recommendations in the report and its action plan. The progress and outcomes of the action plan would be monitored by the Overview and Scrutiny Committee, with the expectation that measurable improvements would be made by 2023.
Purpose/Objective of Review (specify exactly what the review should achieve)	To review the Council's approach, both internally and externally, to racial equality in the broader context of equality and diversity, looking both for successes and areas for improvement. With a view to providing assurance on the current work the Council undertakes on equalities and provides a framework for enhancing this. Areas to consider will include: 1. Feedback from sectors of WDC workforce, safe space to raise issues, relationships, health and wellbeing. Processes and Management Information relating to recruitment at all levels, retention and promotion. 2. WDC's engagement with residents, particularly where WDC is providing services, but also including the effectiveness of public messaging (website, press releases etc). 3. All contractors dealing with residents by exploring the procurement practices and which race equality conditions are applied into tenders if any. 4. WDC's promotion of racial equality generally e.g. addressing hate crime. 5. If the Council can do more to encourage engagement of BAME residents in democratic processes including standing for election and identifying its messages reach these Communities.

Scope of the Topic (what is specifically to be included/excluded)	Reviewing our existing approach to racial equality and promoting diversity and considering any areas to improve that are not already within the existing action plan'). The Group will have three core focuses (1) Equality within the work force of the Council (2) Equality in the services it (and its contractors deliver) (3) The promotion of racial equality generally e.g. addressing hate crime While the focus will be on equality and diversity in respect of race if other areas of inequality are identified these must be report back to the next meeting of the Overview & Scrutiny Committee. The review cannot consider any perceptions or allegations of failure to comply with the equality act by other organisations. If this occurs the Group will refer these to the appropriate party. The review cannot consider the equalities of other organisations, including the diversity of its contractors staffing. It could however share findings with its contractors (in respect of staffing for them to be aware of). If these are identified they will be shared with the appropriate organisation.
Indicators of Success (what factors would tell you what a good review should look like)	Specific, Measurable, Achievable, Realistic, and Timely (SMART) outcomes that identify the maturity of racial inclusivity within WDC, the development of anti-discriminatory positive action plans and dashboards.
Specify Evidence Sources (Background Information documents to look at)	Current WDC Policies WDC staff equality data WDC data held in respect of customer equality criteria WDC data of complaints made regarding equalities Information held by WDC contractors of equality of their customers WDC data on measuring success of marketing and advertising Best practice from other organisations including other councils. Engagement with relevant groups: see purpose, above.
Specify Witnesses/Experts (Who to see and when)	Stakeholders identified below should be considered experts in terms of their experiences. Also organisations that specialise in this work should be consulted e.g. the Equality and Inclusion Partnership. Keira Rounsley, Equality, Diversity and Inclusion Practitioner, Warwickshire County Council.
Specify Site Visits (where and when)	N/A

Consultation with Stakeholders (who should we consult?)	WDC staff and councillors including those with strategic responsibility. **Consultation approach must be signed off my O&S Cttee before being published** Groups identified in 'Purpose' above. Both individuals and groups within the local BAME community in Warwick District, including Community Leaders. Warwick District Council recognised Trades Unions		
Level of Publicity (what level is appropriate and what method should be used)	High. There is considerable public interest in this review. The Council should welcome views, experiences and input from residents. These will be developed **Consultation approach must be signed off my O&S Cttee before being published**		
Barriers/dangers/risks (identify any weaknesses or potential pitfalls)	Risk that a few loud voices are unduly influential; but equally those who have been discriminated against may be reluctant to speak. Too many issues are explored, so the review fails to complete within the allotted time. Competing priorities within the Council Difficulty of engagement during COVID-19 response. Specialist support may be required, to provide understanding of requirements of the Equality Act Insufficient funds to buy in specialist support if required Insufficient resources with the HR/Payroll/HCP and other Service Areas and Committee team to provide support for the review. The review will be based on data held by the Council and it is known that a significant number of people do not declare their ethnicity on forms. There may be some aspects which require approval from the current Employment Committee and some from the Executive. Issues may be identified about other service providers which are not in our control and these need to be directed to respective authority for them to consider		
Projected Start Date	August 2020	**Draft Report Deadline**	January 2021
Meeting Frequency	Fortnightly	**Projected Completion Date**	March 2021
Key Milestones	Must report back on work to date in full to O&S on 29 September and 8 December 2020, plus verbal updates to 18 August, and 10 November 2020.		
Date to evaluate impact	Annual report in 2022 and March 2023 outlining performance against the agreed recommendations		
Methods of tracking / Evaluating	Using the annual targets and dashboards.		

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The resident population

Resident population by ethnic group, 2011	Warwick District Percentage	Warwickshire percentage
Mixed White/Black Caribbean	0.6	0.6
Mixed White/Black African	0.2	0.1
Mixed White/Asian	0.8	0.5
Asian/British/Indian	4.9	3.0
Asian/British/Pakistani	0.3	0.3
Asian/British/Bangladeshi	0.1	0.1
Black African/Caribbean/African	0.3	0.4
Black African/Caribbean	0.3	0.3
Black Other	0.1	0.1
Total	7.6	5.3

(ONS, Census 2011) More up-to-date statistics will be released in 2022 following the 2021 Census
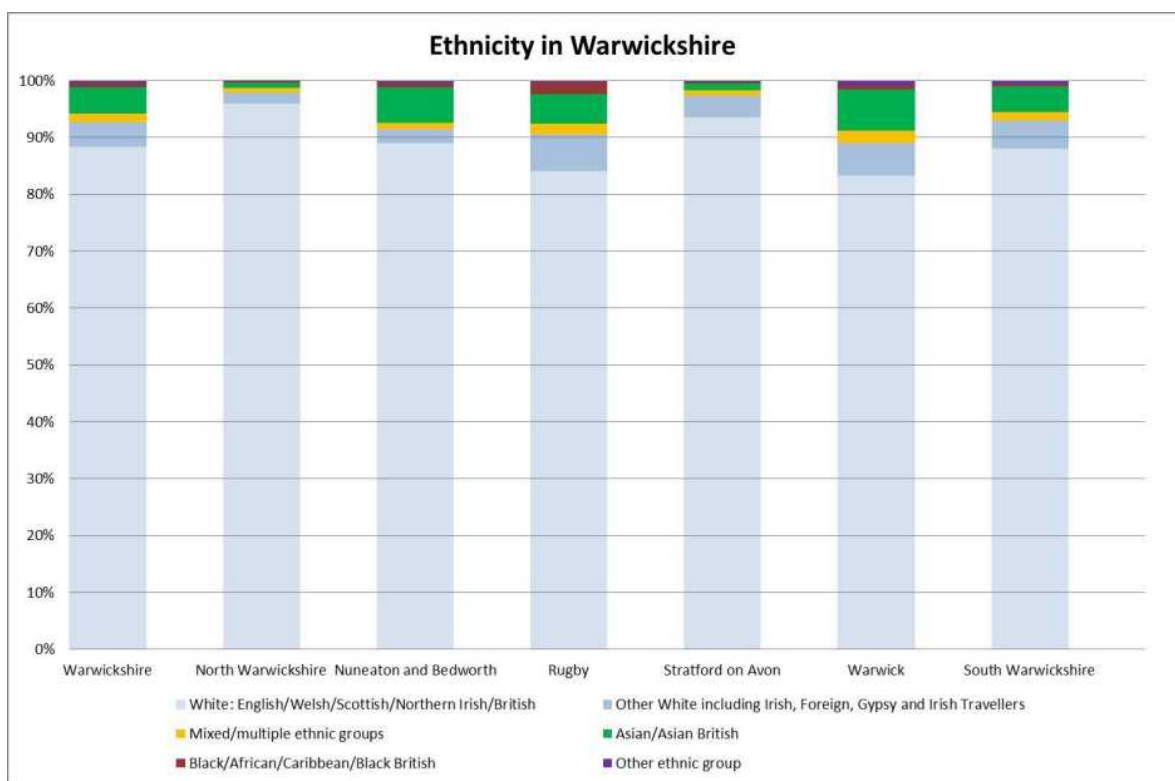
The WCC Insight Report provides this breakdown, but only includes those aged 16+ who are economically active:

Asian/Asian British:	4.6%
Black/Black British:	0.9%
Mixed:	0.9%
Total:	6.4%

WDC Employment data
Taken Ethnicity Pay Gap Report at 31 March 2020

Compared with data from the 2011 Census, WDC's Black, Asian and minority ethnic (BAME) representation 10.32% is roughly representative of BAME communities within Warwickshire (11.8%).

The overall number of BAME staff in WDC in 2020 was 57 (52 in 2019). Of these staff:
- At 31 March 2020 the highest concentration of BAME employees is in the lower middle quartile (15.5%).
- The percentage of BAME employees in the upper quartile has increased by 1.8 percentage points and by 0.2 percentage points in the upper middle quartile since March 2018.
- Since March 2018, the percentage of BAME employees in the lower quartile has decreased by 1.3 percentage points.

In terms of employment by WDC:

At Grade H, only 3 out of 12 are BAME

At Grade I, only 1 out of 11 is BAME

At Grades A&B, there is only 1 BAME staff member out of 27 employees

The ethnicity pay gap:
- There is an 8.9% pay gap between the **mean** hourly rate for BAME employees and those White British / unknown at 31 March 2020. However, on the plus side, the Council's mean ethnicity pay gap has **reduced** by 3.8 percentage points from 12.7% since 2018.
- There is an 11.2% pay gap between the **median** hourly rate for BAME employees and those White British / unknown at 31 March 2020. However, on the plus side, the Council's median ethnicity pay gap has reduced by 2.7 percentage points from 13.9% since 2018.
- In terms of **mean hourly bonuses**, those of BAME background earn less (£370.00) than White British employees (£413.33); the gap is 10.5% in favour of White British employees. However, in terms of **median bonuses**, those of BAME background earn more (£370.00) than total employees (£327.60) employees; the gap is -12.9% in favour of BAME employees.

The **RACE** Equality Code 2020

SUMMARY VERSION

The **RACE**
Equality Code
2020

CONTENTS

INTRODUCTION

Now is the time to dismantle structural racism once and for all. The long-overdue need to tackle a woeful lack of racial diversity in the leadership of many of our organisations, is finally getting the attention it deserves.

We are living in a rapidly developing global business environment where technological advances, climate change, the current pandemic and civil activism, are the order of the day. Our global and national economies are underpinned by having successful and sustainable businesses, that are able to navigate this complex convergence of the new global realities that we face. Integrated, transparent reporting and constructive stakeholder engagement are critical components of ethical, informed and diverse leadership.

I would contend that the business of the future will not only embrace the skills of the millennial generation, (who will be in the majority over the next 10 years), and gender diversity, but the next bastion that needs to be tackled is Race and ultimately cognition.

Governance is "the system by which companies are directed and controlled..."as defined as far back as 1992 by Sir Adrian Cadbury. What is widely recognised across jurisdictions around the world and across the private, public and voluntary sector in the UK is, if you want a robust mechanism of transparency and accountability, then having a governance code which looks at best practice and a principle-based approach, creates that environment. In my opinion if we are to have an impact on the structural aspects of racism, we should adopt a similar strategy, and have a robust governance framework.

So, what are the systems that direct and control race equity and how can we develop a principle-based approach to tackling them?

We must find a framework that recognises that it is the governance of business ethics, business culture and attitudes to corporate social responsibility, that ultimately provide the results that we want. We want organisations to be responsible for outputs i.e. an increase in an organisation's

performance and cohesive and inclusive culture. However, we are measuring a number of inputs, i.e. representation of Black people on the board, Black candidates interviewed, number of people who have attended anti–racism training and a reduction in micro-aggressions.

"separate inputs from outputs, and hold yourself accountable for progress in outputs, even if those outputs defy measurement" - **Jim Collins**

The RACE Equality Code provides us with the opportunity to use a robust and comprehensive framework of measures and a methodology for transparent implementation of actions to which an organisation can demonstrate accountability.

Across the decades, many reports and reviews have tried to tackle race inequality and discrimination in the boardroom and the workforce.

They have all made valid recommendations and some progress has been achieved. The case for diversity and inclusion is now better established, but have charters, pledges or guidance notes succeeded in bringing about real and lasting change?

Racial tensions are being played out across the world. In 2020 we have seen the death of George Floyd, in America, and the increasing momentum of the Black Lives Matter movement, bring fresh focus and impetus of the need to address racism, discrimination and injustice once and for all.

Real change only happens when you are able to influence leadership - the board and executive management - and hold organisations to account. So, the focus of this new and very first RACE Equality Code 2020 is firmly on how we deal with race inequity in the boardrooms and senior leadership teams of the UK.

We must have robust procedures to put more Black people into leadership roles and make organisations accountable through what they publicly report. That is the driving force behind this new Code.

We must have robust procedures to put more Black people into leadership roles and make organisations accountable through what they publicly report. **That is the driving force behind this new Code.**

Some of the wholly unacceptable statistics that emphasise the need for this focus include:

> ➤ Black workers with degrees earn 23.1% less on average than white workers.
> ➤ Just 6% of Black school leavers attended a Russell Group university, compared with 12% of mixed and Asian school leavers and 11% of white school leavers.
> ➤ In Britain, only 5.7% of Black people work as managers, directors and senior officials, compared with 10.7% of white people.
> ➤ Black people who leave school with A-levels typically get paid 14.3% less than their white peers.

The Parker Review was formed to consult on the ethnic diversity of company boards and published its first report in 2017. Since then, an 11 additional FTSE 100 companies now have a non-white director on their board, taking the total number of boards with diverse racial representation to just 37%. In the final quarter of 2020, almost 70% of FTSE 250 companies still have no diversity of race on their boards.

But we have now reached the tipping point where this unjust situation will no longer be tolerated. We are seeing some influential organisations move from 'calling' for change to 'insisting' on it. In October 2020, Legal & General, one of Britain's biggest investment companies, demanded that all FTSE 100 companies hire a non-white director by 2022. Legal & General owns up to 3% of every British blue-chip firm as part of its management of £1.2 trillion-worth of pension funds. It has written to all FTSE 100 members, as well as those in the US S&P 500 index, telling them it expects companies to have at least one Black, Asian, or other ethnic director by 1st January 2022. It says it will vote against the re-election of the Nomination Committee Chair, who are responsible for board appointments, in any companies that fail to meet the target.

The full and equal participation and progression of Black people in senior leadership roles would bring huge benefits, socially, culturally and financially. There is conclusive evidence that organisations with diverse boards and senior leadership teams are more successful. The potential benefit to the UK economy from full representation of race across the labour market, through improved participation and progression is estimated to be £24 billion per year, which represents 1.3% of GDP.

After studying as many reports, reviews and codes as I could get my hands on and more than 200 recommendations - I have developed a single Code providing one set of standards, applicable to any and every organisation irrespective of size or sector, and aimed at delivering real change.

Organisations can carry out a self-assessment against the Code requirements to find out what their targets should be and then put together an action plan to meet them. Finally, they must report regularly on their progress.

This is not in competition with other codes and it's not to say that other charters, pledges and recommendations have been wrong. This Code brings together all the best practice from across the years in one place and builds on it. It adopts a simple but robust 'apply and explain' approach, meaning that the Code can be integrated easily into any organisation's governance framework.

Dr Karl George MBE

THE PRINCIPLES →

THE **RACE CODE** PRINCIPLES

Words count for nothing without action. That is why the RACE Equality Code 2020 is not 'just another code'. This Code, and its accountability framework, is designed to provide organisations across all sectors and sizes, with the opportunity to address a very specific challenge. This is shown by its 4-key Principles: **Reporting, Actions, Composition and Education.**

As the strategic voice, the board of directors (or equivalent) will have the opportunity to use the 4-key Principles of the Code as the core agenda for change. This includes taking responsibility for ensuring that the principles are implemented in a meaningful and considered manner.

→ PRINCIPLE 1 – **REPORTING**

There must be a clear commitment to be transparent and to disclose all required information and updates on the progress of race initiatives across the organisation. Openness and transparency, for all stakeholders, must be valued and actively pursued in order to create the environment for change.

The fundamental role of high-quality and consistent reporting in the push for racial equity, cannot be understated. Initiatives and programmes aimed at creating greater racial equity need to be tracked and assessed, as do the extent to which the objectives are achieved on a consistent basis. Effective and diligent reporting, and the consistent tracking of initiatives and programmes over time, demonstrates that the organisation is whole-heartedly committed to racial equality.

The 'how', 'where' and 'when' of reporting on race initiatives and programmes is important. Different organisations may have different outputs, but the purpose must be the same. That purpose is to create an enabling environment for racial equity in each organisation and to advance the mission of racial justice. These will, in turn,

serve to strengthen the organisation and render it more agile, more resilient, more transparent and fitter for its transformative purpose.

How: The way an organisation chooses to report the progress of its efforts is expected to be information-rich and not simply a presentation of data. Effective presentations are likely to include colourful or interactive charts, but whatever format is chosen, they must be easily accessible and readable. Reports are expected to be user-friendly and clear with full attention paid to their purpose. Reports should inform stakeholders with the ultimate aim of improving decision-making on matters of racial equity.

Where: Where the report will be displayed and made accessible is an important element of transparency. It is expected that reports will be clearly visible and accessible, available for analysis and to provide guidance to boards and other stakeholders. Reports showing the progress of race initiatives are expected to be on websites, in annual or quarterly reports, staff reports and other pertinent publications and documents. This is

consistent with the requirement of the UK Corporate Governance Code for FTSE 350 companies (Provision 23), and reiterated by The Parker Review Committee (The Parker Review, 2020). Whereas the UK Corporate Governance Code and the Parker Review related this to the broader remit of diversity and inclusion, this RACE Equality Code is advocating that the reporting relates specifically to Black inclusion.

When: The frequency of reporting on race initiatives may vary from one organisation to another and may be the product of internal or external factors. Whether the reports will be published monthly, quarterly or annually, the driving imperative will be the production of information and assessments, that can inform understanding of the progress that is being made in the drive for racial equity. Annual reports are where most stakeholders, including

auditors and regulators, look to ascertain what is important to the organisation (Parker Review, 2017). The publishing of an annual report is a major undertaking by any organisation, regardless of its size.

What: The publishing of targets must also include those targets that have been missed. This will allow for better monitoring by auditors. This would also provide the organisation with a more meaningful guide to how it achieves the full inclusion of Black people and brings about racial equality.

Who: The target audience of the report must be identified, as this informs both the actual detail in the report and how this information is presented. The audience will include, amongst others; board members, staff, customers, regulatory authorities and the public.

PRINCIPLE 2 – **ACTION**

It is necessary for each organisation, that wants to achieve real change, to set clear objectives. It must have a list of the measurable actions and outcomes that contribute to, and enable a shift in, the organisation's approach to successfully delivering change. Without a set of targets and detailed plans for their achievement, change will not happen and it becomes harder to hold organisations accountable. Organisations should ensure that they are aware of what actions will have the most impact and these should be prioritised with the necessary resources for their achievement.

The continued absence of actions and targets will promote confusion, which in turn perpetuates discrimination, injustice and racial inequality. Actions are the steps by which the organisation will rise above

these persistent afflictions and achieve the goals of justice and equity. Actions and actionable targets provide clarity at every level of the organisation and increase accountability from the boardroom to the proverbial cloakroom. The outlining of actions supports target-setting and also helps with the regular reporting, which we have already demonstrated is an essential element in the push for organisational change.

Since the earliest days of anti-racism campaigning in the UK, there has been much talk and, sadly, too little action. The rhetoric of equality often overshadows the need for action and change. This situation became the norm, forcing the recommendations that came from the Dame McGregor-Smith Review, which boldly declared, "The time for talking is over.

PRINCIPLE 2 – **ACTION**

Now is the time to act". Setting out the actions to be taken, removes the veneer of historical achievement that is often cited to deflect criticism and delay change. Nowhere is there greater proof of the maxim that 'talk is cheap' than in the continued need for racial justice and equity in the UK. Reports, reviews and recommendations are too many to mention, but action has been woefully short.

The RACE Equality Code 2020 endorses the recommendation of the Business in the Community's - Race at Work Charter principle of assigning an executive sponsor for race, to provide visible leadership. This recommendation is again reiterated by

the organisation's 2020 publication. The NHS has also cited the need for sponsors in its bid to increase ethnic minority representation. The RACE Code argues that for meaningful actions to be taken, the responsibility must lie with someone at the highest level of decision-making ie the board. This action would show all stakeholders that the organisation is serious about making change and progress, and willing to be held accountable for its actions.

Now is the time for organisations to focus on clear, measurable, time bound actions that will support the objectives aimed at achieving racial equity.

PRINCIPLE 3 – **COMPOSITION**

This RACE Code places a premium on the composition component of the approach. In this, the emphasis is on establishing a series of indicators that will provide a measure of the organisation's progress, or lack of progress. Targets and objectives are great to have, but, without distinct and definitive data it is impossible to measure progress and so tackle inequality and inequity. Therefore, it is vital to identify the key indicators that will make a real impact over the long-term, creating tangible differences to the existing landscape around race diversity of the board and senior leadership team. The narrative around what is acceptable needs to change through dialogue, and this may lead to uncomfortable, but necessary decisions which the organisation is committed to having, hearing and making. From the McGregor-Smith Review, to the most recent Business in the Community report, the importance of data is championed. For this Code, composition goes to the very heart of

what organisations need to do.

The founders of the Black British Business Award programme noted the important place that data holds in increasing transparency. The RACE Code concurs with this position, while insisting that organisations must be willing to confront the hard reality that data often shows as the organisation pushes for racial equity and equality. In order for this to take place it must be the right data. Organisations must put effort into not only the collection of the data, but also the type of data that is being asked of employees and stakeholders. This relates directly to what is being measured. From recruitment to pay levels (and hence ethnic pay gaps), the right questions must be asked in order to get to the data and information that will inform the discussions.

Employers continue to be urged to encourage their staff to participate in data-collecting exercises, including surveys and

focus group discussions. This also requires employers to create an environment in which employees will feel confident that this is a worthwhile exercise, and nothing does this better than for them to see results and improvement. Every effort must also be made to ensure that all the relevant data is complete and updated regularly. One example of an attempt to consistently improve and increase the range of indicators and data, is provided by the Workforce Race Equality Standards, as it provides a picture of advances in the workforce equality agenda, using data gleaned from across the organisations.

The RACE Code recognises the urgency that exists and the opportunity to use data to have conversations about improving Black engagement and progress at every level within the organisation, but especially at board and senior leadership levels.

PRINCIPLE 4 – **EDUCATION**

The highest purpose of education is to create positive change and improvement. The pursuit of racial justice and equity requires education. Developing a robust education framework that presents the ethical and moral reasoning, behind a programme of training for every organisation, (using the RACE Code Principles) is an imperative. Perspectives need to be challenged. Prejudices, as well as systemic and institutional practices, must be acknowledged and abandoned.

The recommendations presented by Dame McGregor-Smith concluded that relevant training was essential for all managers in the workplace. Particular attention was paid to unconscious bias. This Code is advocating compulsory race training and deep dives into the prejudices, rationale, machinations and effects of race and cultural superiority notions. The dismantling of deep-seated ideas is not easily done. While this is ongoing, training around positive action by organisations must also be encouraged and instituted. The RACE Code sees much value in programmes of reverse networking aimed at empowering Black employees and workers. These actions can see high levels of engagement, increased productivity and retention, as well as community-wide empowerment via multiplier effects.

The value of group dynamics and relations is highly rated in the workplace. Group understanding must be leveraged to improve the effects on Black employees and workers. Learning opportunities must be created for meaningful inter-group interactions between Black employees and non-Black managers and executives. The principles of lifelong learning must be applied to race-related education for managers and executives for there to be meaningful change. From workshops, to lectures to intergroup sessions, regardless of the forms that these programmes of learning will take, the end result and key objectives must always be borne in mind and clearly relayed. This is about making the change; shifting away from the norm to a new level of engagement and substantial empowerment of not only Black staff but all stakeholders in the organisation.
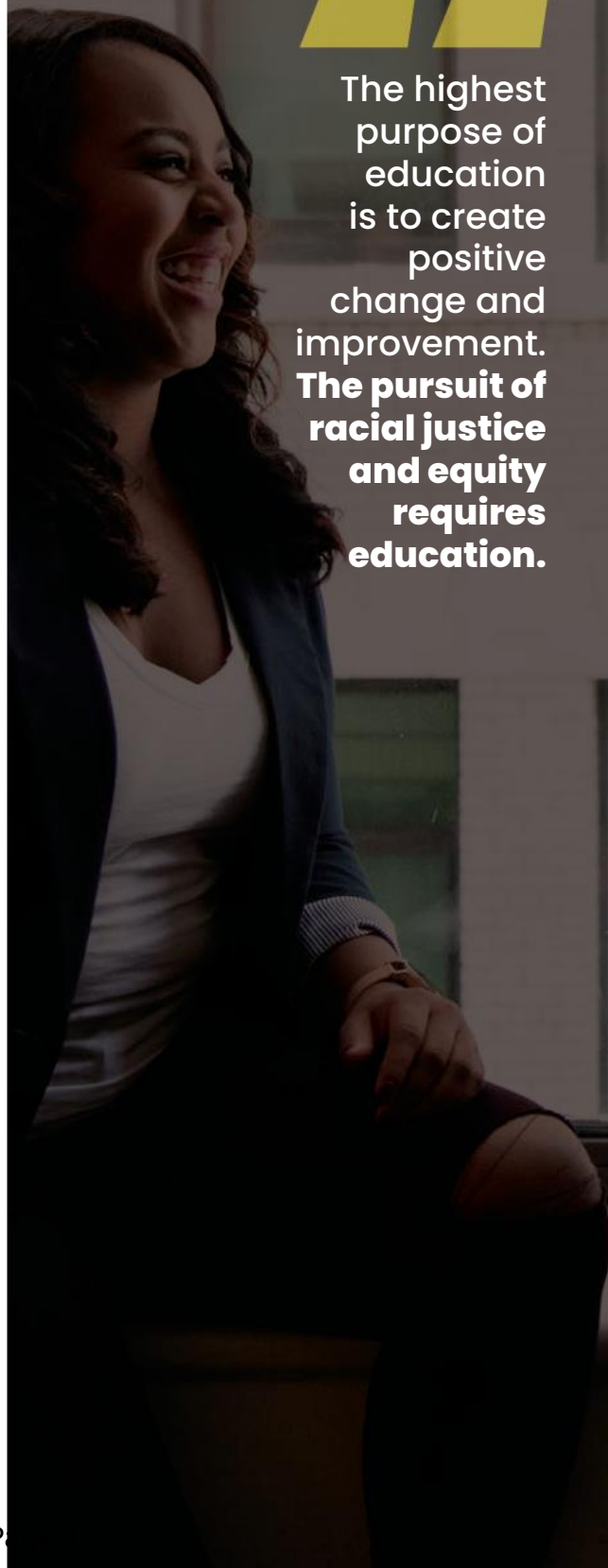
Education has the greatest potential to effect the paradigm shift and break down the mental, cultural and institutional barriers to true racial equality and inequity. Changing attitudes through learning

PRINCIPLE 4 - **EDUCATION**

bears as much relevance to executives of an organisation as to pupils in a school setting.   Because prejudice and bias are the product of culture and misguided perceptions developed over time, education must be ongoing and thorough for change to take place. It is now commonly accepted that correction to implicit bias takes time, requiring attention and understanding. It is clear that attention to racial equity and gaining understanding of the reason and need for it, in turn requires commitment, investment of resources and empathy. The potential gains in the drive for equality means that education is a pressing imperative that must be reflected by the seriousness and commitment paid by executives at the highest levels.

The highest purpose of education is to create positive change and improvement. **The pursuit of racial justice and equity requires education.**

CONSOLIDATION

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The McGregor-Smith Review
Race In The Workplace

Business In The Community
Race At Work Charter*
Black Voices Report

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r a c e
THE RACE EQUALITY CODE 2020
10M **27S** **14C**
55MSC

The Parker Review*
Ethnic Diversity Enriching Business Leadership

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NHS Workforce
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WRES

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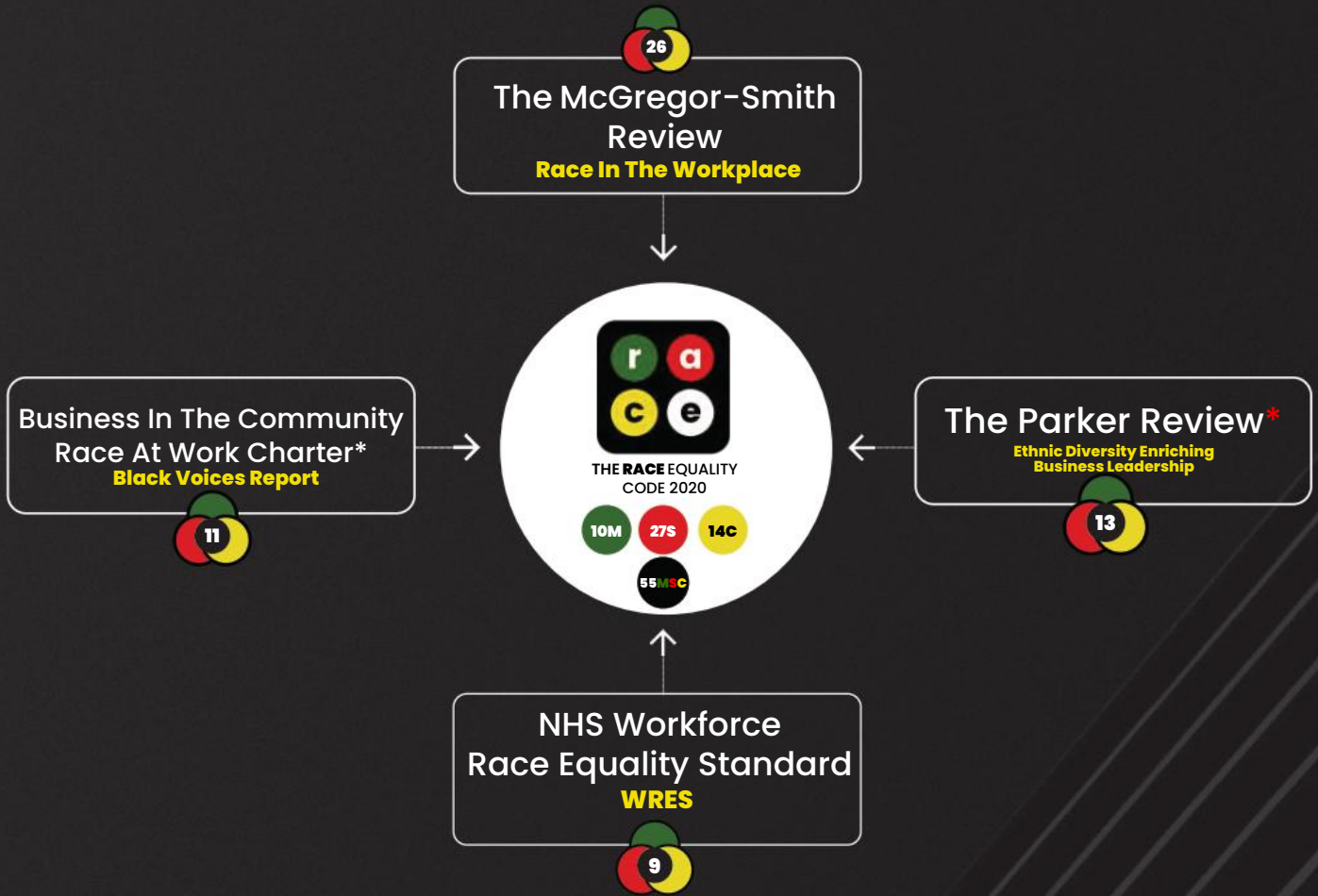
Black FE Leadership Group ✔
U.K Music - 10 Point Plan ✔
Commonwealth Games 2022 - 10 Point Plan ✔
Diversity In The Boardroom ✔
Rare - The Race Fairness Commitment ✔
The Diversity & Inclusion Charter ✔
Race Equality Matters ✔
CBI - Change The Race Ratio ✔
The FA Football Leadership Diversity Code ✔

*Includes latest updates

PROVISIONS →

M → MUST

S → SHOULD

C → COULD

→ REPORTING

A clear commitment to be transparent to all stakeholders through the disclosure of required, concise and current information on the progress and impact of RACE initiatives across the organisation. Openness and transparency will be actively pursued and valued in order to create the right environment for change.

MUST **SHOULD** **COULD**

R1 Organisations **must** publish the following information in their Annual Report and in an easily accessible place, i.e. publicly on organisation's website and on any internal forums used by employees:

- ➤ Board race diversity
- ➤ Senior Leadership Team race diversity
- ➤ Board and Senior Leadership Team measurable race diversity targets (including an explanation where targets have not been met by a relevant date).
- ➤ Steps being taken to improve race diversity within the organisation and the results of any initiatives taken.
- ➤ Breakdown of employees by race and pay band
- ➤ Description of the Board's and Organisation's policy on race diversity

The information must disclose the number of individuals in role, by ethnicity, including Black colleagues. References to targets include a long-term (5-year) target with annual milestones to track progress against those targets. Companies that do not meet Board composition recommendations by the relevant date should disclose in their annual report why they have not been able to achieve compliance and the steps being taken to achieve compliance.

R2 Organisations **should** document and report at board level their strategy for dealing with Race inequity and the resources, financial and otherwise, that they will commit to ensuring transformational change.

R3 All organisations **should** have a publicly available anti-racism statement. This should make clear and promote that:

- ➤ The organisation has zero tolerance of racism,
- ➤ The organisation has zero tolerance of harassment and bullying

→ **REPORTING** CONTINUED

MUST   SHOULD   COULD

R4 All organisations **should** report in their annual report or other employee publications on how they have included their commitment to ensure there is a golden thread between achieving race equity, within its broader values and how this is aligned with its purpose and strategy.

R5 When referring specifically to the statements of the Chair and CEO in the annual report or other employee publications, they could document what steps they are taking to improve ethnic diversity, making specific reference to Black people.

→ ACTION

A list of the measurable actions and outcomes that contribute to and enable a shift in the organisation's approach to delivering positive and sustainable change in race equity and equality. Without a set of targets and detailed plans for their achievement, real change will not happen, and organisations will not be accountable.

MUST   **SHOULD**   **COULD**

A1 Organisations **must** take positive action to improve reporting rates amongst its workforce demonstrating how supplying data will assist the organisation in increasing diversity overall, with a focus on Black people.

A2 Organisations **must** identify a board-level sponsor for race or include the remit for race within an appropriate broader responsibility of a board member for example if there is a director whose responsibility is employee matters this may be considered to be a useful fit). This individual will provide visible leadership on race for the organisation, and drive actions including:

> Being responsible for the setting and overall delivery of race diversity targets. Ensuring appropriate mentoring and sponsorship is in place.
> How recruitment agencies are briefed.
> Progressing actions and reporting on actions from the RACE Equality Code.

A3 Organisations **must** ensure that all elements of reward and recognition, from appraisals to bonuses, include a target around race and are fair and reflect the racial diversity of the organisation. This ensures Black employees and all ethnic groups are paid the same as their White counterparts in a similar performance band and comparable role if the organisation uses a role classification, performance ratings and management system.

A4 Organisations **must** include diversity in every board evaluation as a measure directly linked to performance, including what it has done in reviewing the RACE Code, its strategy around improving Race Diversity as a part of the overall Diversity and Inclusion Strategy, and progress against its formal Race objectives.

A5 Organisations **must** commit to growing diverse talent, supporting Black employees to reach the very top of the organisation. Organisations must take actions that support Black people with their career progression. That action must have career progression "currency" and readily translate into evidence that Black employees have developed competencies, knowledge and skills relevant to progression. Black people performing at a certain level must be as likely to be promoted as their non-black counterparts, performing at the same level.

→ **ACTION** CONTINUED

MUST **SHOULD** **COULD**

A6 Actions to improve diversity in talent pipeline **should** include:

Embedding mentoring and sponsorship schemes in their organisations.

➤ New entrants to the organisation should receive a proper induction, including basic and clear information on how that organisation's career progression works, it's pay and reward guidelines and how promotions are awarded - ensuring transparency on career pathways.

➤ A robust Talent Management Strategy to fill current senior vacancies and future leadership pipelines. Increase participation levels from Black students in key programmes.

A7 Organisations **should** measure the effectiveness of mechanisms to identify, develop and promote Black employees within their organisation in order to ensure over time, that there is a pipeline of board capable candidates and their senior leadership ranks appropriately reflect the importance of diversity to their organisation.

A8 Organisations **should** review their governing documents to ensure race is fundamentally and consistently embedded (for example, are roles and responsibilities of the board and senior management relating to race accountability documented? Is that accountability upheld and does discourse on race inform board and committee discussions and decisions?)

A9 There **should** be a clear accountability framework to address the performance criteria and targets that have been set around race equality. This should include how decisions and how often monitoring reports are made to the board, ensuring that responsible board members and the senior leadership team are accountable for racial diversity. Actions as a result of such monitoring should be reported.

A10 Organisations **should** make clear that supporting equality in the workplace is the responsibility of all leaders and managers. They should include a clear race diversity objective in all leaders' annual appraisal, (covering their responsibility to support fairness for all staff), with race diversity as a key performance indicator, to ensure that they take positive action seriously. Employee's performance reviews and remuneration should tie in with contributions to development in this area.

→ ACTION CONTINUED

MUST **SHOULD** **COULD**

A11 Organisations **should** ensure formal interview processes are held for all roles and that diversity quotas around race are set and met during recruitment (panels) and interview/short-listing and recruitment agencies used. Organisations should ensure proportional representation on long and short recruitment selection lists and reject lists that do not reflect the local and/ or stakeholder working age population.

A12 Organisations **should** use relevant and appropriate language in job specifications: Job specifications should be drafted in plain English and provide an accurate reflection of essential and desirable skills to ensure applications from a wider set of individuals, paying particular attention to ethnicity.

A13 Nomination Committees **should** require their human resources teams or search firms (as applicable), to identify and present qualified Black people and other ethnic groups to be considered for board appointment when vacancies occur.

A14 Organisations **should** ensure that any executive search firm used follows the Standard Voluntary Code of Conduct for Executive Search Firms that the relevant principles of that code be extended on a similar basis to the recruitment of Black and other ethnic candidates.

A15 Led by board chairs, existing board directors **should** mentor and/or sponsor Black employees within the organisation where possible to ensure their readiness to assume senior leadership positions internally, or non-executive board positions externally.

A16 Executive Recruiters **should** be demonstrably proactive in identifying and marketing talented Black candidate and be provided with specific targets.

A17 Employers **should** convene conversations involving Black people throughout the decision-making process in the workplace for active listening, and then make plans on agreed actions together with their Black employees.

A18 Organisations **could** identify and develop a pool of high potential Black leaders and senior managers as part of a cross-sector sponsorship/mentoring programme.

A19 Organisations **could** encourage and support candidates drawn from diverse backgrounds, including Black people, to take on Board roles internally (e.g. subsidiaries) where appropriate, as well as board and trustee roles with external organisations, to develop individuals' oversight, leadership and stewardship skills.

→ **ACTION** CONTINUED

MUST **SHOULD** **COULD**

A20 Organisations **could** adopt the Race at Work Charter or similar sector specific guide and commit to the actions promoting race equality.

A21 Organisations **could** seek out opportunities to provide work experience to a more diverse group of individuals, looking beyond their standard social demographic, (this includes stopping the practice of unpaid or unadvertised internships), ensuring race diversity from a work experience level.

A22 Organisations **could** ensure that the selection and interview process is undertaken by more than one person and should ideally include individuals from Black backgrounds to help eliminate bias (ensuring a diverse interview panel)

A23 Organisations **could** critically examine entry requirements into their business, focusing on potential achievement and not simply which university or school the individual went to (challenging school and university selection bias).

A24 Organisations **could** use contracts and supply chains to promote diversity, ensuring that contracts are awarded to bidders who show a real commitment to race diversity and inclusion.

→ COMPOSITION

A set of key indicators that create tangible differences in race diversity across all levels of the organisation. The narrative around what is acceptable will need to change through dialogue and data, and this will lead to challenging conversations resulting in necessary decisions which the organisation is committed to making.

MUST **SHOULD** **COULD**

C1 Organisations **must** collate the following information and set stretching targets: Board race diversity; Board race diversity;
> Senior Leadership Team race diversity;
> Board and Senior Leadership Team race diversity targets (including an explanation where targets have not been met by a relevant date). Breakdown of employees by race and pay band.
> Steps being taken to improve race diversity within the organisation.
> Description of the Board's and Organisation's policy on race diversity.

C2 Organisations **must** have clear race diversity objectives covering their responsibility to support fairness for all staff, with race diversity as a Key Performance Indicator. Actions can include ensuring that performance objectives for leaders and managers cover their responsibilities to support fairness for all staff.

C3 As a minimum, organisations **should** set a target of having at least one Black board member, and at least one Black member of the senior leadership team, within one year of adoption of the Code. In the medium to long term, setting aspirational and ambitious targets for recruiting Black members of the board and the senior leadership is fundamental to the spirit of the Code.

C4 Organisations **should** measure (by percentage) the comparison between the organisations' board voting membership by race and its overall workforce by Race.

C5 Organisations **should** record the percentage of employees, by race, and
> experiencing harassment, bullying or abuse within the workplace from non-employees, (ie stakeholders) in the past 12 months.
> experiencing harassment, bullying or abuse from another employee in the past 12 months.
> believing that their employer provides equal opportunities for career progression or promotion
> personally, experiencing discrimination at work from a manager/team leader or other colleagues in past 12 months
> within each band/grading compared with the percentage of employees, by race, in the overall workforce.

→ **COMPOSITION** CONTINUED

MUST   **SHOULD**   **COULD**

C6 Organisations **should** record the relative likelihood of
- applicants, by race, being appointed from shortlisting across all posts.
- employees, by race, entering the formal disciplinary process.

C7 Organisations **could** measure opportunities to provide work experience to Black people.

C8 Organisations **could** measure the relative likelihood of White employees, accessing non-mandatory training and CPD around Diversity.

→ EDUCATION

A robust organisational framework that develops the ethical, moral, social and business reasoning for race diversity at all levels of the organisation. This will be underpinned by inclusive and embedded programmes of continuous professional development (using the Principles) through which perspectives and prejudices will need to be challenged, and systemic and institutional practices acknowledged.

MUST **SHOULD** **COULD**

E1 Organisations **must** explain to all employees how supplying diversity data around race will assist the organisation in improving racial diversity overall. Organisations must demonstrate how they have used the diversity data already collected to positive effect.

E2 Organisations **must** build psychological safety in boards and throughout the organisation to create a culture where racial issues and experiences are discussed and shared to encourage empathy.

E3 Organisations **should** ensure that all employees undertake Race Awareness Training.

E4 Organisations **should** make clear that supporting equality and race equity specifically in the workplace, is the responsibility of all leaders and managers.

E5 Organisations **should** make clear arrangements to educate senior leaders to actively sponsor Black talent in their workplaces.

E6 Organisations **should** create safe workplaces that are free from harassment and couple this responsibility with an open environment that allows employees to speak out about experiences, policies, practices etc that contravene a diverse, equal opportunities and anti-racist organisation. Employee 'whistleblowing' procedures must be communicated and made accessible without fear of reprisals.

E7 Senior management teams, executive boards and those with a role in the recruitment process, **should** go further than taking mandatory training and undertake more comprehensive workshops that tackle bias.

E8 All induction programmes **should** include modules to show how the career ladder works in the organisation (noting for Black employees the stats show a lack of career progression and may be structurally racist).

E9 Organisations **should** establish formal race diversity networks and encourage individuals to participate and use the networks to provide education opportunities. Organisations **should** consult with the networks (as appropriate) and allow the networks to contribute to decisions that have the potential to impact Black employees.

→ **EDUCATION** CONTINUED

MUST **SHOULD** **COULD**

E10 Mentoring and sponsorship schemes **should** be made available to anyone who wants them, and the organisation should ensure that they are implemented with the necessary training, support and resources.

E11 Senior leaders and executive board members **could** undertake reverse mentoring with Black individuals, to better understand their unique challenges as well as the positive impacts from diversity.

E12 As part of the education of Black employees, employers **could** explain how success has been achieved: Senior managers should publish their job history internally (in a brief, LinkedIn style profile) so that junior members of the workforce can see what a successful career path looks like.

E13 The organisation **could** seek to source or work with employee representatives, trade unions and third sector organisations to develop a simple guide on how to discuss race in the workplace.

E14 The organisation **could** seek to source or develop an online portal for employees to source the information and resources they need to take effective positive action.

HOW TO ADOPT THE CODE

FRAMEWORK

The RACE Equality Code 2020 is a governance code. In order to demonstrate compliance with the Code there are a number of procedures that should be followed. The aim is to provide organisations of all sizes and maturity, and across sectors, with a robust framework for developing a RACE Equality Code Action Plan and then to ensure accountability, it is to presented stakeholders of the organisation.

The Code has 4-key Principles which they are expected to apply **and** explain and 55 provisions which they are expected to comply **or** explain. Any actions that arise from carrying out the diagnostic should then be used to create the Action Plan.

APPLY AND EXPLAIN

This approach to governance finds it's origins in the King IV Report on Corporate Governance for South Africa, and assumes that organisations will already be in compliance with the principles. They should move beyond a "tick box" approach by describing how their practices achieve compliance with the **principles**.

COMPLY OR EXPLAIN

This approach rejects the view that "one size fits all" and was first introduced after the recommendations of the Cadbury Report of 1992. This is a regulatory approach that allows for the organisation to explain publicly why they do not comply with a **provision** Code.

BENCHMARK 20
We are currently creating a national benchmarking exercise with early adopters of the Code. Please visit the website to be part of this initiative to compare compliance with the provisions.
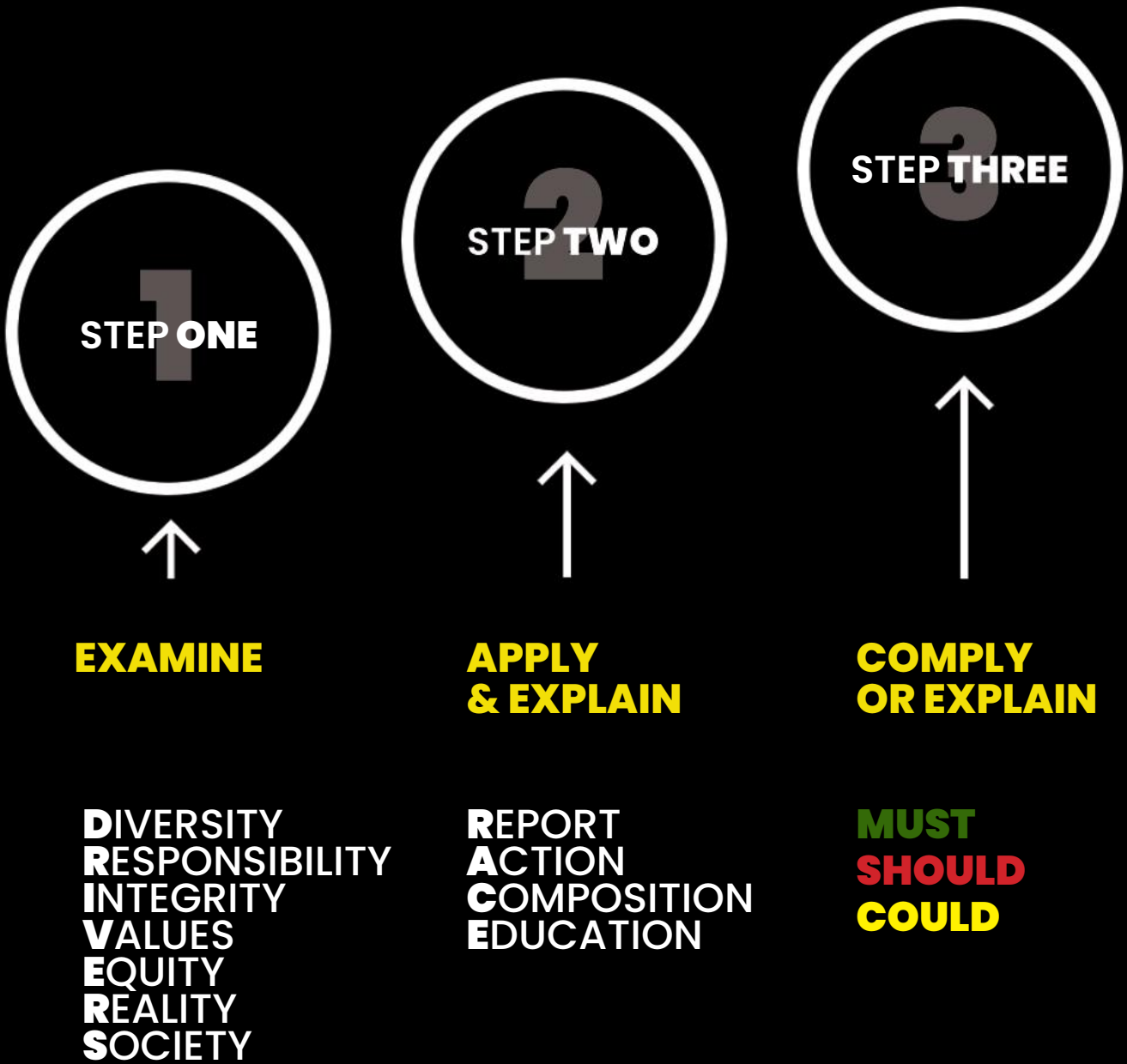
→ **theracecode.org**

WHAT YOU NEED TO DO

1. Read and discuss the DRIVERS with your Board and Senior Leadership Team. These are the key concepts around Race Equality and are found on the website www.theracecode.org. Also take some time to consider some of the key terminology by reviewing recommended books, articles and videos on the subject. The aim is to get some consensus around the key concepts that drive this Code. Create (or use an existing group if you have one), a small team or Committee, with representation from your Board, and include the CEO plus an executive colleague with responsibility for Diversity and Inclusion. This Committee will take the necessary time to consider each of the 4 key Principles of the RACE Code and the 55 provisions that have been identified.

2. APPLY AND EXPLAIN - Once the 4-key Principles have been discussed and the questions answered, the Committee should draft a robust statement (to be approved by the Board), as to how your organisation will apply these Principles. This statement should also identify any actions that arise as a result of your discussions.

3. COMPLY OR EXPLAIN - Finally take the time to review each of the 55 provisions assessing whether the organisation is non, partially or fully compliant. a) It is expected that the **Must** provisions where there is partial, or non-compliance, will have a statement as to how and when compliance will be achieved. b) It is expected where there is none or partial compliance with the **Should** explanations, that there is either an explanation of when compliance will be achieved or a robust and comprehensive description on the reasons that compliance would not improve the organisations race equality impact. c) Finally, where the **Could** categories have not been complied with, the organisation can choose which items to include in its action plan and which ones to disclose.

STEP ONE

STEP TWO

STEP THREE

EXAMINE

APPLY & EXPLAIN

COMPLY OR EXPLAIN

DIVERSITY
RESPONSIBILITY
INTEGRITY
VALUES
EQUITY
REALITY
SOCIETY

REPORT
ACTION
COMPOSITION
EDUCATION

MUST
SHOULD
COULD

HOW TO GAIN PUBLIC/SECTOR RECOGNITION

To receive the Quality Mark and publicly evidence your commitment to Race Equality, contact the Race Code Consultancy (RCC) and our team of specialist Race Consultants will explore and review your organisation's practices against the full framework and provide a comprehensive action plan.

An example of the RACE questions

Write comments to the extent that you agree with the following statements and provide as much evidence as you can to support your comments and how you will apply the RACE Code in relation to the 4-key Principles.

REPORTING - Are you happy with how your organisation reports on race, is information transparent and accessible by all stakeholders?

ACTIONS - Are you satisfied that the actions your organisation is taking are robust enough to make a real difference to race equality and that the board is accountable?

COMPOSITION – Has your organisation gathered the appropriate data? Are you satisfied with the targets that your organisation has decided upon, and that they are challenging enough? Has your organisation developed the relevant governance structure to ensure there is accountability?

EDUCATION - Are you confident that you have considered how your organisation will educate staff at all levels of the organisation and all the key stakeholders that work with your organisation around race equality, and that you have considered how to examine the culture, ensuring there is an inclusive and belonging environment?

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Doncaster & Bassetlaw NHS Foundation Trust
Trident Group
Greater Birmingham Chamber of Commerce

Birmingham City Council
West Midlands Combined Authority
Nehemiah Housing

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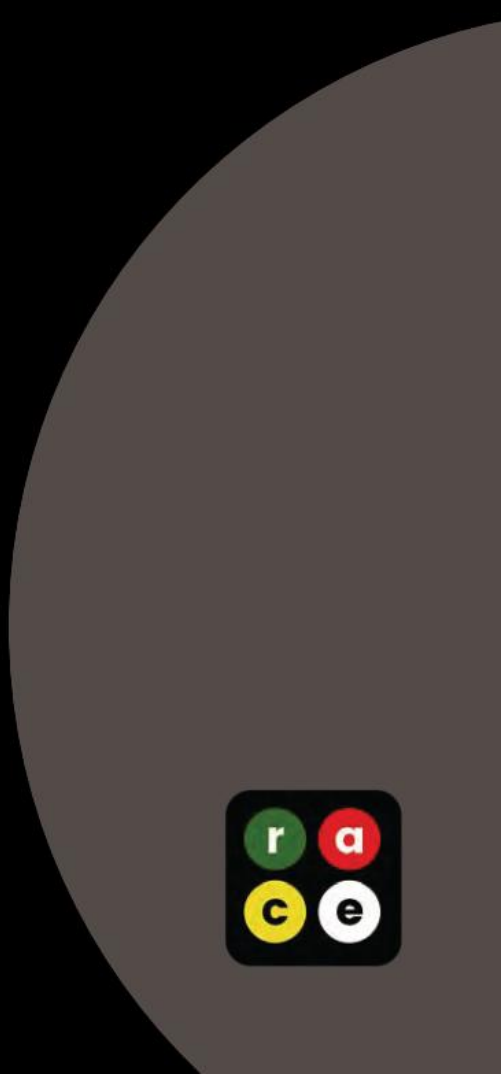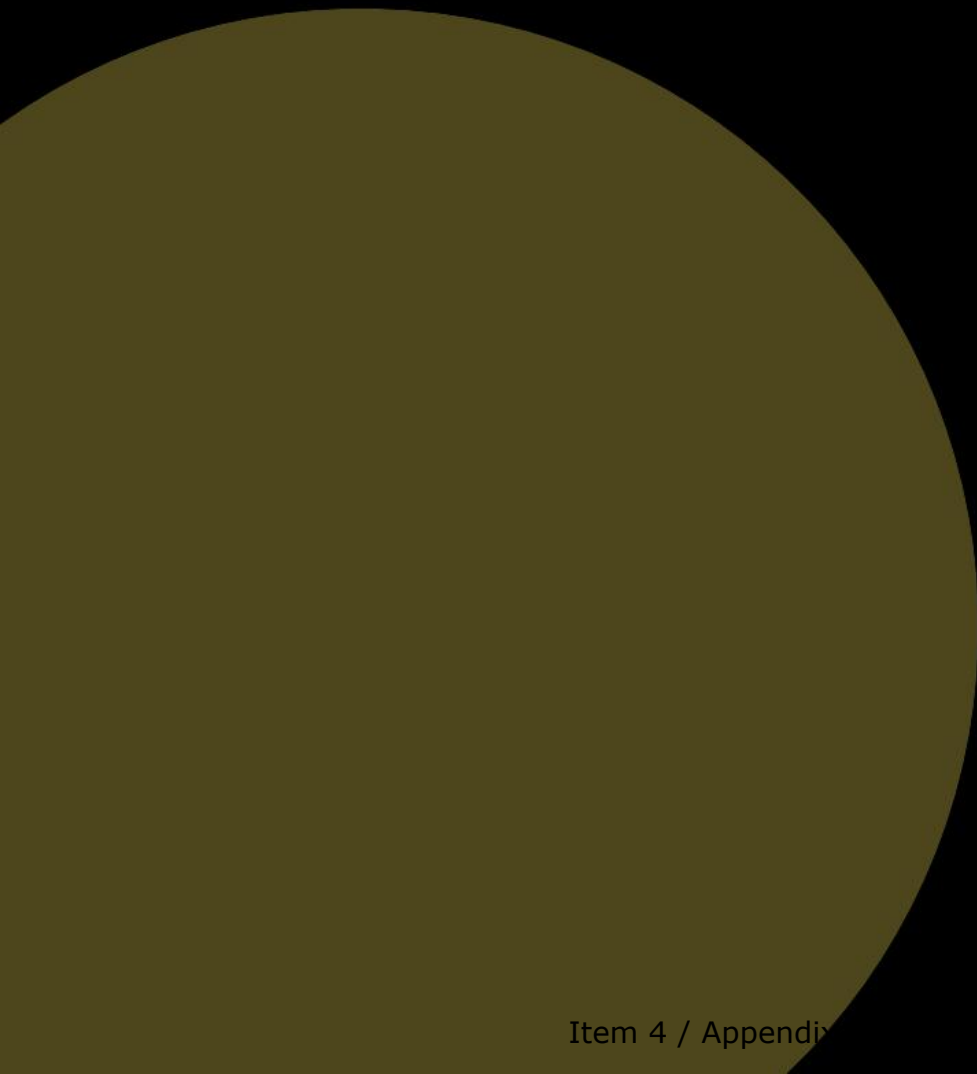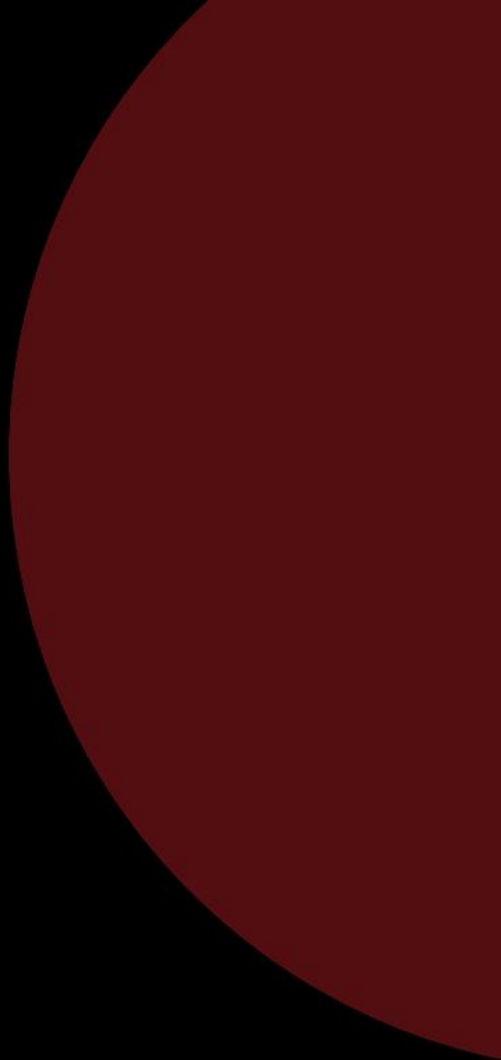Sandra Kerr CBE

→ PROGRAMME TALENT PIPELINE

leadership2025.co.uk
raceequalitymatters.com
effectiveboardmember.co.uk

10000blackinterns.com
obv.org.uk
boardapprentice.com

The **RACE** **Equality** Code **2020**

Business in the Community
Race at Work Charter

All organisations want to recruit from the widest pool of talent and to help them progress. It is key to their future productivity and performance.

The Race Disparity Audit's Ethnicity Facts and Figures website and the BiTC Race at Work Survey highlight that ethnic minority staff still encounter significant disparities in employment and progression. The McGregor-Smith review highlights that greater progress and positive outcomes are now needed to ensure all organisations benefit from the wealth of diverse talent on offer.

This Charter is composed of 5 principal calls to action for leaders and organisations across all sectors. Signing up means taking practical steps to ensure their workplaces are tackling barriers that ethnic minority people face in recruitment and progression and that their organisations are representative of British society today.

The Charter - Five Calls to Action Signatories will:

1. Appoint an Executive Sponsor for race
Executive Sponsors for Race provide visible leadership on race and ethnicity in their organisation and can drive key actions such as setting targets for ethnic minority representation, briefing recruitment agencies and supporting mentoring and sponsorship.

2. Capture ethnicity data and publicise progress
Capturing ethnicity data is important to establishing a baseline and measuring progress. It is also a crucial step towards an organisation being able to report on ethnicity pay.

3. Commit at Board level to zero tolerance of harassment and bullying
The Race at Work Survey revealed that 25% ethnic minority employees reported that they had witnessed or experienced racial harassment or bullying from managers. Commitment from the top is needed to achieve change.

4. *Make clear that supporting equality in the workplace is the responsibility of all leaders and managers*
Actions can include ensuring that performance objectives for leaders and managers cover their responsibilities to support fairness for all staff.

5. Take action that supports ethnic minority career progression
Actions can include embedding mentoring, reverse mentoring and sponsorship in their organisations*.*

EQUALITY IMPACT ASSESSMENT (EIA)

Race Equality Task and Finish Group Recommendations

Service/policy/strategy/practice/plan being assessed: Race Equality Task and Finish Group Recommendations

Business Unit/Service Area: Race Equality Task and Finish Group

Is this a new or existing service/policy/strategy/practice/plan?
New plan

EIA Review team – list of members:
Cllr Mini Mangat, Tracy Dolphin (Head of People & Communications), Tarandeep Mahal (Human Resources Business Partner), Graham Leach (Democratic Services Manager) with support from Keira Rounsley (Warwickshire County Council Specialist)

Do any other Business Units/Service Areas need to be included?
Human Resources and Democratic Services

Date of assessment: August 2021

Are any of the outcomes from this assessment likely to result in complaints from existing services users, members of the public and/or employees?

Throughout the report we use the acronym 'BAME' (Black, Asian and minority ethnic), which might result in concerns raised by employees, however Warwick District Council (WDC) recognises its limitations as a term that combines and therefore dilutes the experiences of Black, Asian and other ethnic groups. When using the acronym 'BAME' we are specifically talking about non-White individuals, and will disaggregate it when developing and implementing the recommendations if approved.

DETAILS OF SERVICE/POLICY/STRATEGY/PRACTICE/PLAN

Scoping and Defining

1. What are the aims, objectives and outcomes of the service/policy/practice/plan?

In June 2020 the Council approved a motion, as part of the international response following the death of George Floyd, and as a result of that Motion the Overview & Scrutiny Committee were asked to establish a Task & Finish Group. The Task & Finish Group would be charged with undertaking a review of the Council's approach to equality and diversity, especially with regard to race. Its report to the Committee would include an action plan with a view to the Executive adopting the Committee's recommendations in the report and its action plan. The progress and outcomes of the action plan would be monitored by the Overview & Scrutiny Committee, with the expectation that measurable improvements would be made by 2023.

The report sets out the recommendations from the Task & Finish Group, supported by the Overview & Scrutiny Committee, in respect of equalities issues relating to the internal practice and polices, and the experiences by employees of WDC with a Black, Asian and Minority Ethnic (BAME) background.

The Cabinet:

(i) approach Stratford-on-Avon District Council to similarly endorse these recommendations that owing to the proposals to bring together staff as part of the consideration of a merger proposal,; (ii) that they endorse the use of the Race Equality Code 2020 and Race at Work Charter, as set out at Appendices 4 and 5 of the report, to underpin the equality, diversity and inclusion action plan each year. This will require the setting of agreed indicators, both quantitative and qualitative, so success can be measured against the action plan;

(iii) that the Chief Executive appoints a senior manager to be a champion for Race Equality within the organisation;

(iv) that they note that the current ethnicity data is based on the 2011 Census but will be updated following the publication of 2021 census data; and that this be used as the basis for the Council better reflecting the communities it serves;

(v) that they welcome the publication of the first data on the ethnicity pay gap in November 2020 and the commitment from this Council to produce this information annually;

(vi) that they endorse the intention, within the next five years, to increase the diversity in senior managers across the Council so that it is more reflective of the racial and ethnic diversity of the local community in the District;

(vii) that they endorse the intention, within the next three years, to increase the racial and ethnic diversity within the posts of Chief Executive, Deputy Chief Executives, Programme Director for Climate Change and Heads of Service, with a minimal expectation equivalent to one post, so that it is at least reflective of the racial and ethnic diversity of the local community in the District;

(viii) that they endorse the adoption of the Rooney Rule for all recruitment processes by Warwick District Council for vacancies at Service Manager, Head of Service, Deputy Chief Executive or Chief Executive position, and the Employment Committee is asked to identify how the current recruitment process for these roles should be revised to accommodate this approach;

(ix) that they endorse the approach that, subject to computer software changes being possible, from 1 April 2022, all applications for positions in the Council will be anonymised prior to short listing by the recruiting manager;

(x) that to support the delivery of the above recommendations, Officers are tasked to bring forward proposals for the introduction of a specialist role, for a given time period, and to address the need for other necessary supporting resources.

1. **Who are the customers?**

Employees and Job Applicants.

2. How has equality been considered in the development or review so far?

This specific programme of work is reviewing the Council's approach to race and equality.

3. What is the reason for the change/development?

Purpose - refer to Point 1.

4. How does it fit with Warwick District Council's wider objectives?

Links to our People Strategy and addressing racial inequalities.

5. Why might it be important to consider equality and the protected characteristics?

This programme of work is reviewing the Council's approach to equality, diversity and inclusion (EDI), with a specific focus on the protected characteristic of race.

Information Gathering

6. What sources of data have you used?

a.   This links to the application of our disability confident scheme.

b.   In terms of employment at WDC (2019/2020 data):
   At Grade H, 3 out of 12 are BAME
   At Grade I, 1 out of 11 is BAME
   At Grades A&B (Senior Managers), there is 1 BAME employee out of 27

c.   Compared with data from the 2011 Census, WDC's Black, Asian and minority ethnic (BAME) representation of 10.32% is roughly representative of BAME communities within Warwickshire (11.8%). At June 2020, 58 out of 512 WDC employees were BAME, while 46 officers had chosen not to record their ethnicity (disclosure of ethnic background is optional for employees and Members).

d.   The ethnicity pay gap:

- There is an 8.9% pay gap between the **mean** hourly rate for BAME employees and those White British / unknown at 31 March 2020. However, on the plus side, the Council's mean ethnicity pay gap has **reduced** by 3.8 percentage points from 12.7% since 2018.
- There is an 11.2% pay gap between the **median** hourly rate for BAME employees and those White British / unknown at 31 March 2020. However, on the plus side, the Council's median ethnicity pay gap has reduced by 2.7 percentage points from 13.9% since 2018.
- In terms of **mean hourly bonuses**, those of BAME background earn less (£370.00) than White British employees (£413.33); the gap is 10.5% in favour of White British employees. However, in terms of **median bonuses**, those of BAME background earn more (£370.00) than total employees (£327.60) employees; the gap is -12.9% in favour of BAME employees.

e.   Training Data

We include EDI in many of our sessions examples below with no. of delegates attending:

2018 -2019

Autism Awareness	41
Employee Support Training	11
Griffin	12
HR for non HR	38
MECC	118
Mental Health FA full	29
Mental health FA lite	43
Recruitment & Selection	20
Safeguarding	202
Social Media, Discrimination & the Law	268

2019 - 2020

CSE Awareness	209
Domestic Violence	30

Griffin	17
HR for non HR	67
LGBT + Awareness	10
MECC	15
Mental health Awareness	8
Modern Slavery	33
Prevent	88
Recruitment & Selection	29
Safeguarding	31
Sickness Absence Training	63
Social Media, Discrimination & the Law	53

f.   Surveys

- Investors in People data although not specifically related to breakdown in groups has provided information to support the organisations people areas
- Staff surveys, moving forward declaration information will be requested to allow further analysis on all protected characteristics
- The work undertaken by WME with colleagues within the Council highlighted some areas of concern. It is recognised that although a limited number of staff participated (9) it identified, along with examples of best practice considered by the Group, that there is significant more progress to be made in developing the Council's overall maturity in relation to race equalities. The view of one of the interviewees summarises the current position succinctly: 'The WDC culture is 'treating everyone the same' when this is not the solution, and it is about giving people equal opportunities and addressing the imbalance.
- Unison feedback on both casework and anecdotal
- Internal audits – substantial

7. **What does the data you have tell you about your customers and about protected equality groups?**

Within the information provided to the Group, no member of SMT identifies as BAME, which is not reflective of the wider organisation and community. It is recognised that to promote engagement with the wider community and to encourage a more diverse workforce, the community and applicants will look to see themselves within senior positions. The lack of BAME representation in senior management is considered to have a direct effect on the wider recruitment and engagement from and with the community. A positive change of culture is needed within the Council to help achieve a more diverse and inclusive workforce.

8. **What do you need to know more about?**
   - Applicant data for roles
   - Updated census data to provide updated benchmarking information
   - National and regional data for both private and public sector comparisons

9. **How could you find this out and who could help you?**
   - Awaiting updated data from Census
   - New recruitment portal to provide further analysis

Engagement and Consultation

10. **Who have you consulted with from protected equality groups?**

- West Midlands Employer's was commissioned as an independent organisation to carry out a survey and individual interviews with our ethnically diverse employees to better understand their experiences applying and working for WDC (9 employees came forward out of 58 declared)
- The recommendations were developed from the engagement and sharing of best practice the Task & Finish Group undertook.
- Engagement and consultation will drive the development and implementation of each recommendation once approved by Cabinet.
- As the workstreams are developed and implemented, engagement will be undertaken with the relevant stakeholders.

- Reporting back to Overview and Scrutiny Committee on progress in 12 months time.

11. Who else could you consult with?

As we develop and implement the recommendations further engagement with relevant stakeholders and employees will be undertaken.

12. Who can help you to do this?

- West Midlands Employers are reviewing a regional approach and will be one of the sources for support.
- WCC EDI specialist.
- Review of specialist resources required to support internally will be considered.

Monitor and Evaluate

Analysis of impact and potential actions:

Protected characteristics from the Equality Act 2010	What do you know? Summary of data about/feedback from your service-users and/or staff	What does this mean?		What can you do? All potential actions to: • Eliminate discrimination/mitigate negative impact • Advance equality of opportunity • Foster good relations
		Positive impacts identified *(actual and potential)*	Negative impacts identified *(actual and potential)*	
Age	This specific programme of work is reviewing the Council's approach to race equality, therefore the impact on age will be neutral, however intersectionality will be considered.			The intersection of age and race will be considered as part of the delivery of the recommendations. As part of implementing the recommendations this EIA will be reviewed and updated in line with developments.
Disability	This specific programme of work is reviewing the Council's approach to race equality, therefore the impact on disability will be neutral, however intersectionality will be considered.			The intersection of disability and race will be considered as part of the delivery of the recommendations. As part of implementing the recommendations this EIA will be reviewed and updated in line with developments.
Sex	This specific programme of work is			The intersection of sex and race will be considered as part of the delivery of the

Protected characteristics from the Equality Act 2010	What do you know? Summary of data about/feedback from your service-users and/or staff	What does this mean?		What can you do? All potential actions to: • Eliminate discrimination/mitigate negative impact • Advance equality of opportunity • Foster good relations
		Positive impacts identified *(actual and potential)*	Negative impacts identified *(actual and potential)*	
	reviewing the Council's approach to race equality, therefore the impact on sex will be neutral, however intersectionality will be considered.			recommendations. As part of implementing the recommendations this EIA will be reviewed and updated in line with developments.
Race	See Section 7	Benefits include: Proactive measures will aim to increase the racial and ethnic diversity representation within senior management. 'Anonymising' candidates will aim to remove unconscious bias in selection.		Recommendations aim to increase the ethnic diversity of applicants and employees, including at Senior Leadership level, so that WDC's workforce represents the diversity of Warwickshire at all levels within the organisation and there are no barriers to progression, resulting in increased performance. We recognise that diversity and inclusion across the Council plays a role in this and that we all have different talents, different attributes and bring different skills to the table, and by increasing the diversity of our workforce we'll be able to develop, adapt, innovate and progress.

Protected characteristics from the Equality Act 2010	What do you know? Summary of data about/feedback from your service-users and/or staff	What does this mean?		What can you do?
		Positive impacts identified *(actual and potential)*	Negative impacts identified *(actual and potential)*	All potential actions to: • Eliminate discrimination/mitigate negative impact • Advance equality of opportunity • Foster good relations
		We will consider the intersection of other characteristics, To develop inclusion 'maturity', the best practice from examples such as the Race Equality Code 2020 and the Race at Work Charter can be utilised. Ongoing monitoring of the recruitment process to identify the diversity of		

Protected characteristics from the Equality Act 2010	What do you know? Summary of data about/feedback from your service-users and/or staff	What does this mean?		What can you do? All potential actions to: • Eliminate discrimination/mitigate negative impact • Advance equality of opportunity • Foster good relations
		Positive impacts identified *(actual and potential)*	Negative impacts identified *(actual and potential)*	
		applications being made to the Council, how these are progressing and the diversity within the Council overall. It is recognised that to promote engagement with the wider community and to encourage a more diverse workforce, the community and applicants will look to see themselves within senior positions. The actions to		

Protected characteristics from the Equality Act 2010	What do you know? Summary of data about/feedback from your service-users and/or staff	What does this mean?		What can you do? All potential actions to: • Eliminate discrimination/mitigate negative impact • Advance equality of opportunity • Foster good relations
		Positive impacts identified *(actual and potential)*	Negative impacts identified *(actual and potential)*	
		increase BAME representation in Senior Management is considered to have a direct effect on this.

The introduction of the Rooney Rule is considered appropriate for the Council to promote a more inclusive Senior Management team. Application of the Rule for key managerial positions requires a racially diverse set of candidates for consideration | | |

Protected characteristics from the Equality Act 2010	What do you know? Summary of data about/feedback from your service-users and/or staff	What does this mean?		What can you do? All potential actions to: • Eliminate discrimination/mitigate negative impact • Advance equality of opportunity • Foster good relations
		Positive impacts identified *(actual and potential)*	Negative impacts identified *(actual and potential)*	
		and will widen the talent pool. The specialist role proposed can review the work and findings of the Group and develop a wider action plan for consideration by Senior Management and Members.		
Religion or belief	This specific programme of work is reviewing the Council's approach to race equality, therefore the impact on religion and belief will be neutral, however			The intersection of religion or belief and race will be considered as part of the delivery of the recommendations. As part of implementing the recommendations this EIA will be reviewed and updated in line with developments.

Protected characteristics from the Equality Act 2010	What do you know? Summary of data about/feedback from your service-users and/or staff	What does this mean?		What can you do? All potential actions to: • Eliminate discrimination/mitigate negative impact • Advance equality of opportunity • Foster good relations
		Positive impacts identified *(actual and potential)*	Negative impacts identified *(actual and potential)*	
	intersectionality will be considered.			
Gender Re-assignment	This specific programme of work is reviewing the Council's approach to race equality, therefore the impact on gender re-assignment will be neutral, however intersectionality will be considered.			The intersection of transgender and race will be considered as part of the delivery of the recommendations. As part of implementing the recommendations this EIA will be reviewed and updated in line with developments.
Pregnancy and Maternity	This specific programme of work is reviewing the Council's approach to race equality, therefore the impact on pregnancy and maternity will be neutral.			As part of implementing the recommendations this EIA will be reviewed in line with developments.
Sexual orientation	This specific programme of work is			The intersection of sexual orientation and race will be considered as part of the delivery of the

Protected characteristics from the Equality Act 2010	What do you know? Summary of data about/feedback from your service-users and/or staff	What does this mean?		What can you do?
		Positive impacts identified *(actual and potential)*	Negative impacts identified *(actual and potential)*	All potential actions to: • Eliminate discrimination/mitigate negative impact • Advance equality of opportunity • Foster good relations
	reviewing the Council's approach to race equality, therefore the impact on sexual orientation will be neutral, however intersectionality will be considered.			recommendations. As part of implementing the recommendations this EIA will be reviewed and updated in line with developments.
Marriage and Civil Partnership *(Note: only in relation to due regard to eliminating unlawful discrimination)*	This specific programme of work is reviewing the Council's approach to race equality, therefore the impact on marriage and civil partnership will be neutral.			As part of implementing the recommendations this EIA will be reviewed and updated in line with developments.

13. Outcomes of Equality Impact Assessment

The timescale and responsibility will be allocated once the recommendations have been approved.

Action	Timescale	Responsibility
Approach Stratford-on-Avon District Council to similarly endorse these recommendations based on proposals to bring together employees as part of the consideration of a merger proposal	TBC	TBC
Working with Overview & Scrutiny and Employment Committees/Cabinet to implement the recommendations	TBC	TBC
Review and monitor EIA in line with developments, including engagement and consultation	TBC	TBC
As part of this plan we will disaggregate 'BAME' (challenge on acronym)	TBC	TBC
To collate the diversity of respondents as part of our surveys	TBC	TBC
Review of recruitment data as part of declarations and progress to role	TBC	TBC
Further development of action plan with specialist	TBC	TBC
Review resources required to develop actions plan	TBC	TBC
Consider all recommendations and provide further detail to achieve	TBC	TBC

Date of next review: Once the recommendations have been approved.

Name and signature of Officers completing the EIA:

As EIA Review Group.

NEXT STEPS: Once completed, share the document with your Head of Service to gain their signature.

Title: Corporate Apprenticeship Programme Update

Lead Officer: Tracy Dolphin tracy.dolphin@warwickdc.gov.uk & Elaine Priestley elaine.priestley@warwickdc.gov.uk
Portfolio Holder: Councillor Day
Public report / Confidential report: Public
Wards of the District directly affected: All

Contrary to the policy framework: No
Contrary to the budgetary framework: No
Key Decision: No
Included within the Forward Plan: No
Equality Impact Assessment Undertaken: No
Consultation & Community Engagement: No
Final Decision: Yes
Accessibility checked: Yes

Officer/Councillor Approval	Date	Name
Chief Executive	20.8.21	Chris Elliot
CMT	20.8.21	Chris Elliott, Andrew Jones, Dave Barber, Tony Perks
Head of Service	18.8.21	Tracy Dolphin
Section 151 Officer	18.8.21	Mike Snow
Monitoring Officer	20.8.21	Phil Grafton
Portfolio Holder(s)	24.8.21	Richard Hales

1. Summary

1.1 The report proposes an amendment to the WDC Apprenticeship Pay Scales and period of security of employment and an overall update of the scheme.

2. Recommendations

2.1 The Employment Committee approves the amendment to the WDC Apprenticeship Pay Scales to allow for progression at the age of 18 with one years' service (Appendix 2).

2.2 The Employment Committee approves the amendment of the 12 week security of employment period to 6 weeks security of employment in line with the existing organisational policies.

2.3 That Employment Committee notes progress towards the Public Sector Apprenticeship target and the content of the Apprenticeship Update (Appendix 1).

3. Reasons for the Recommendations

3.1 **Recommendation 1** In April this year the government amended the minimum wage criteria which WDC Apprentice Pay Scales are linked to. Whilst updating to reflect changes to legislation, consideration has been given to awarding progression at age 18 after one years' service. This would be in line with other apprenticeship progression points as shown in Appendix 2.

3.2 **Recommendation 2** In April 2021 Employment Committee approved the Joint Redundancy Policy and Procedure which gives a 6 week period of protection of employment. This recommendation aligns the period of protection of employment to ensure consistency.

3.3 **Recommendation 3** The Corporate Apprenticeship Programme has been in place since late 2017 with a launch in 2018. A budget of £154,700 is made available each year to fund Apprenticeships across the Authority. There is significant progress towards the Public Sector Apprenticeship Target and the positive results being achieved through the introduction of the Corporate Apprenticeship Programme.

3.4 Since its inception it has funded the intake of 6 apprentices each year. There is a public sector target for an average of 2.3% apprenticeships from April 2017 to March 2021. This has now been extended to March 2022

4. Policy Framework

4.1 **Fit for the Future**

4.1.1 The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit.

4.1.2 The FFF Strategy has 3 strands, People, Services and Money, and each has an external and internal element to it, the details of which can be found on the Council's website.

4.2   **FFF Strands**

4.2.1 External impacts of proposal(s)

People - Health, Homes, Communities – The proposal could assist with the attainment of the Council's objectives across all its policy priorities.

Services - Green, Clean, Safe – The proposal could assist with the attainment of the Council's objectives across all its policy priorities.

Money- Infrastructure, Enterprise, Employment – The proposal could assist with the attainment of the Council's objectives across all its policy priorities.

4.2.2 Internal impacts of the proposal(s)

People – Right People with Right Skills – The proposals will help to address further review of SMT and how we can deliver our services effectively

Services - Maintain or Improve Services - It will enable the Council to further align its services

Money - Firm Financial Footing over the Longer Term – This would help the Council to address the unfolding financial issue arising from the Covid 19 emergency on top of the underlying pressures

4.3   **Supporting Strategies**

Each strand of the FFF Strategy has several supporting strategies and the relevant ones for this proposal are explained here.

4.3.1 People Strategy

The People Strategy outlines the future needs of our workforce to enable us to attract, recruit and retain the right people; provide the development they need to allow them to grow and progress; manage potential and plan for the future. The way in which we lead and support our people is key to the successful delivery of quality services.

4.3.2 Any staff affected by this proposal will be supported in accordance with the Council's Organisational Employment processes and polices.

4.4   **Changes to Existing Policies**

4.1   Apprentice pay rates as detailed and the security of employment amended to 6 weeks in line with Council's Joint Redundancy and Policy procedure.

4.2   **Impact Assessments**

This has been reviewed and is not necessary at this stage. The Council's recruitment processes include best practice in the promotion of equalities.

5.   Budgetary Framework

5.1   The change in payscale will only impact on apprentices employed before their 18th birthday. To date only three apprentices have been employed before their 18th birthday and this would have resulted in an increased cost of up to a maximum of circa £11,000, plus oncosts, over the 3 year period.

6.   Risks

6.1   If the amendments proposed are not approved there will be inconsistencies within the Council's employment processes.

7.   Alternative Option Considered

7.1   Employment Committee could decide not to approve the proposals which would lead to inconsistent procedures within the Council.

8.   Background

8.1   **Corporate Apprentice Scheme**
         As at August 2021 since its launch in 2018 the Corporate Apprentice Scheme:
         - has funded opportunities for 18 apprenticeships
         - to date 5 have secured alternative employment with the Council
         - 9 are still undertaking their apprenticeships
         - 4 successfully completed their apprenticeships and left for other opportunities
         - we are in the process of recruiting 5 more apprentices, aiming for a September 2021 intake

8.2   **Apprentices recruited by Service Areas**
         In the same time period a number of apprentices have been recruited and funded direct by Service Areas, this has:
         - given opportunities for 5 apprenticeships
         - to date 3 have secured alternative employment with the Council
         - 0 are still undertaking their Apprenticeships
         - 2 have successfully completed their apprenticeships and left for other opportunities

8.3   **Career Progression**
         It is particularly positive to report that a number of members of staff who joined as Apprentices have progressed their careers and are now employed in managerial and professional roles:
         -          Senior Financial Services Officer
         -          Business Support Manager
         -          Trainee Building Consultant

8.4   **Levy Funded Training**
         The Council made a payment of £71,494.74 in 20/21 which is a payroll deduction, processed directly from payroll each month using a % apportionment of Gross Pay. In order to maximise use of the Apprenticeship Levy the Council has taken the opportunity to secure apprenticeship training for existing members of staff, also funded by the Apprenticeship Levy. Last year £78,669 of Levy Funding was accessed.

This currently funds training for 10 permanent employees and a further 2 have completed their qualifications. The Council receives £55,000 of Levy Training funding each year but the Government tops up any excess costs by 95%. This training is largely at degree level.

Two of our first intake of apprentices are now in established positions and studying at degree level.

8.5   **Future Recruitment**
There is potential to corporately fund a further 5 apprentices, which the Council is actively seeking to do.

8.6   **Public Sector Apprenticeship Target**
Public sector bodies with 250 or more staff in England have a target to employ an average of at least 2.3% of their staff as new apprentices within the period of 1 April 2017 to 31 March 2021. From a low starting point 0.19% Warwick District Council has achieved an average of 1.83% in this time period.

Official DfE statistics published earlier this year shows most public sector bodies have so far failed to meet that bar over the first three years of the target, with an overall average of just 1.7 per cent between April 2017 and April 2020. The average for Local Government was 1.3%. WDC average was 1.81% in an equivalent time period that is approximately a tenfold increase from its starting point. It should be further noted that remote working during the pandemic initially impacted on the recruitment for work based learning opportunities but this was overcome later in the year.

Warwick District Council Apprenticeship Target Progress

Reporting percentages	2017-2018	2018-2019	2019-2020	2020-2021
Percentage of apprenticeship starts (both new hires and existing employees who started an apprenticeship) as a proportion of employment starts between 1 April to 31 March	1.47	16.09	21.33	13.3
Percentage of total headcount that were apprentices on 31 March	0.21	2.39	3.71	4.59
Percentage of apprenticeship starts (both new hires and existing employees who started an apprenticeship) between 1 April to 31 March as a proportion of total headcount on 31 March	0.19	2.90	2.34	1.91

8.7   **Next Steps**

It is important to recognise the success of this initiative within the Council. There have been challenges over the last year to provide a positive learning opportunity with remote based working. This has been achieved through 'remote' apprenticeship networking events and service area initiatives. Work continues to promote apprenticeship employment and training opportunities within WDC.

Appendix 1

Corporate Apprentice Programme Update

1. Apprentices Funded by Corporate Scheme

Title	Qualification undertaken	Service Area	Cost	Training Duration	Completed
April 2018 to March 2019					
Revenue Apprentice	L3 Bus Admin	Finance	£5,000	18 months	Transferred to permanent establishment
Data Analyst Apprentice	L4 Data Analyst	Chief Executive	£15,000	24 months	Transferred to casual role Jan 21
Digital Marketing Apprentice	L3 Digital Marketing Diploma	Chief Executive	£4,000	18 months	Yes Left March 20
Arts Development Apprentice	L3 Community Arts	Culture	£2,500	18 months	Yes Left March 20
NS Bus Admin	L2 Bus Admin	NS	£2,000	18 months	Left April 20
Building Control Apprentice	L3 Business Admin	Development Services	£5,000	24 months	Transferred to permanent establishment
April 2019 to March 2020					
Democratic Services Apprentice	L3 Business Admin	Democratic Services	£5,000	18 months	Left March 21
Construction and Surveying Apprentice	L4 Construction and Surveying	Chief Executive	£9,000	24 months	Current
Construction and Surveying Apprentice	L3 Construction and Surveying	Chief Executive	£9,000	24 months	Current
AAT Apprentice	L2 & 3 AAT	Finance	£8,000	36 months	Current

Title	Qualification undertaken	Service Area	Cost	Training Duration	Status
Arts Development Apprentice	L3 Events Asst	Culture	£9,000	18 months	Transferred to permanent establishment
Licensing Apprentice	L3 Business Admin	HCP	£5,000	18 months	Transferred to permanent establishment
April 2020 to March 2021					
Finance Admin Apprentice	L3 Business Admin	Finance	£5,000	18 months	Current
Customer Services Advisor Apprentice	L3 Business Admin	Finance	£5,000	18 months	Current
Business Admin Apprentice	L3 Business Admin	Culture	£5,000	18 months	Current
Project Management Apprentice	L4 Project Management	Neighbourhood	£6,000	24 months	Current
Learning and Engagement Apprentice	L3 Cultural Learning and Participation Officer	Culture	£9,000	18 months	Current
Digital Marketing	L3 Digital Marketer	People and Comms	£11,000	18 months	Current

2. Apprentices funded by Service Areas

Title	Qualification undertaken	Service Area	Cost	Training Duration	
Theatre Technical Apprentice	L3 Advanced Certificate in Technical Theatre: Sound Light & Stage	Culture	£9,000	18 months	Complete Left
Customer Service Apprentice	L2 Customer Service Practitioner	Finance	£4,000	18 months	Complete Left July 21

Customer Service Apprentice	L2 Customer Service Practitioner	Finance	£4,000	18 months	Complete Transferred to permanent establishment
Revenue Apprentice	L3 Business Admin	Finance	£5,000	18 months	Permanent role Oct 19 Complete
Revenue Apprentice	L3 Business Admin	Finance	£5,000	18 months	Permanent role Nov 19 Complete
Arts Technical Apprentice	L3 Advanced Certificate in Technical Theatre: Sound Light & Stage	Culture	£9,000	18 months	

3. Current Recruitment

We are seeking 5 apprentices in the following areas.

Post Title	Training	Service Area	Cost	Duration
Arts Development Apprentice	L3 Events Asst	Culture	TBC	18 months
Building Control Apprentice	L3 Business Admin	Development	TBC	18 months
Project Management Apprentice	L4 Project Management	Neighbourhood	TBC	24 months
Estates Services Officers	TBC	Housing	TBC	18 months
ICT Project Management Apprentice	L3 – L6 TBC	ICT Services	TBC	TBC

4. Apprenticeship Training Funded by Government Levy

The Apprenticeship Levy funds existing training for 10 permanent employees. The Council made a payment of £71,494.74 in 20/21 which is a payroll deduction, processed directly from payroll each month using a % apportionment of Gross Pay. We receive £55,000 of Levy Training funding each year but the Government tops up any excess costs by 95%.

It is particularly positive that 2 of our first intake of apprentices are now in established positions and studying at degree level.

See table below:

Internal Apprenticeships	Service Area	Title	Level	Length	Cost	Complete
Procurement Business Partner	Finance	Procurement Practices	L4	12 months	£9,000	Yes
Trainee Building Control Consultant	Dev Services	Construction and Building Control	L3	24 months	£9,000	Yes
Development Monitoring Officer	Dev Services	RTPI	L7	36 months	£20,000	Current
Planning Assistant	Dev Services	RTPI	L7	36 months	£20,000	Current
Assistant Building Control Officer	Dev Services	Building Control	L6	36 months	£27,000	Current
Principal Accountant	Finance	CIMA	L7	12 months	£20,000	Current
Internal Auditor (career grade)	Finance	Internal Audit	L7	36 months	£17,000	Current
Internal Auditor (career grade)	Finance	Internal Audit	L7	36 months	£17,000	Current
Service Desk Analyst	ICT	Cyber Security	L6	48 months	£24,000	Current
ICT	ICT	MBA Senior Leader Masters	L7	24 months	£12,500	Current
Trainee Building Consultant	Dev Services	Building Control	L6	36 months	£27,000	Current
Business Support Officer (Building Control)	Dev Services	RTPI BA Professional Management (Chartered Manager)	L6	48 months	£22,000	Current

Totalling £224,500 funding secured to support training for WDC employees, in addition to the training funded for apprentices

Appendix 2   **APPRENTICE SALARY SCALES 2021**

Level	Apprentice Salary bands from April 2021	
Point 1 WDC	£170.94 per week (£4.62 per hour) £8,919.41 per annum (equivalent to NMW for 16-17 year old)	All New Starter WDC Apprentices
Point 2	£242.72 per week (£6.56 per hour) £12,664.78 per annum (*NMW for 18-20 year old*)	19th birthday and completed 12 months of the scheme *Proposed amendment to 18th birthday and have completed 12 months of the scheme*
Point 3	£309.32 per week (£8.36 per hour) £16,139.88 per annum (NMW 21-22)	21st birthday and completed 12 months of the scheme.
Point 4	£329.67 per week (£8.91 per hour) £17201.71 per annum (NLW for adults (23+ years old))	23rd birthday and completed 12 months of the scheme.

To be updated each year in line with appropriate rates

Levels of apprenticeship

Name	**Level**	**Equivalent educational level**
Intermediate 2		GCSE

Advanced   3   A level

Higher   4,5,6 and 7 Foundation degree and above

Degree   6 and 7   Bachelor's or master's degree

(Annual rate is hourly x 37 x 365.27 divided by 7)

Employment Committee
7 September 2021

Title: Responsibilities of Employment Committee
Lead Officer: Graham Leach graham.leach@Warwickdc.gov.uk **& Tracy Dolphin** tracy.dolphin@warwickdc.gov.uk
Portfolio Holder: Andrew Day
Public report
Wards of the District directly affected: None

Contrary to the policy framework: No
Contrary to the budgetary framework: No
Key Decision: No
Included within the Forward Plan: No
Equality Impact Assessment Undertaken: No
Consultation & Community Engagement: No
Final Decision: No
Accessibility checked: Yes

Officer/Councillor Approval

Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	19.8.21	Chris Elliott Andrew Jones
Head of Service	19.8.21	Phil Grafton Tracy Dolphin
CMT	19.8.21	Chris Elliott Andrew Jones Dave Barber Tony Perks David Buckland
Section 151 Officer	19.8.21	Mike Snow
Monitoring Officer	19.8.21	Phil Grafton
Finance	19.8.21	Lorraine Henson
Portfolio Holder(s)	24.8.21	Andrew Day

1. Summary

1.1. The report seeks agreement from the Committee to bring forward proposals on recruitment to Senior Officer positions within the Council and the approval of Policies jointly with Stratford-on Avon District Council.

2. Recommendations

2.1. That the Employment Committee asks officers to work with the Chairman of the Committee and their equivalent at Stratford-on-Avon District Council to bring forward proposals for a joint recruitment process for Heads of Service and Deputy Chief Executives to Council on 18 October 2021 (at Stratford-on-Avon District Council) and 20 October 2021 (at Warwick District Council)

2.2. That the Employment Committee asks officers to bring back proposals for a joint Employment Committee with Stratford-on-Avon District Council.

3. Reasons for the Recommendation

3.1. The Committee will be aware that the senior management roles across both Warwick District Council and Stratford-on-Avon District Council are now shared with the exclusion of the role of Chief Executive.

3.2. This process can be achieved through establishment of a Joint Committee for these appointments under the Local Government Act 1972 subject to procedures for the meetings being confirmed. Officers are confident these can be agreed between the two Councils based on the work previously undertaken for a Joint Cabinet Committee for the joint Local Plan. However, it would need approval from both Councils which are next due to meet w/c 18 October 2021.

3.3. Building upon this, there will be a need to review key employment policies and terms/conditions over the coming months to provide consistency. Therefore, it is proposed that at the same time officers explore the potential to have a Joint Employment Committee for the entire remit of the responsibilities of this group. However, this may take a little longer to process to ensure the consistency of remit and agreement from all parties including wider membership/proportionality.

4. Policy Framework

4.1. **Fit for the Future (FFF)**

4.1.1. The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

4.1.2. The FFF Strategy has 3 strands, People, Services and Money, and each has an external and internal element to it, the details of which can be found on the Council's website. Paragraph 4.2 below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

4.2. **FFF Strands**

4.2.1 **External impacts of proposal(s)**

People - Health, Homes, Communities – There are no direct impacts of this report on this section.

Services - Green, Clean, Safe - There are no direct impacts of this report on this section.

Money- Infrastructure, Enterprise, Employment - There are no direct impacts of this report on this section.

4.2.2. **Internal impacts of the proposal(s)**

People - **Effective Staff** – The proposals if accepted will be a significant step in demonstrating a shared approach to service delivery. This will also enable efficiencies of matters being considered once rather than twice by separate Committees with the same officers having to attend both meetings.

Services - Maintain or Improve Services - There are no direct impacts of this report on this section.

Money - Firm Financial Footing over the Longer Term - There are no direct impacts of this report on this section.

4.3. **Supporting Strategies** – This report does not directly impact on any supporting polices but if the changes are approved will see changes to how some policies are approved in future, for example the People Strategy.

4.4. **Changes to Existing Policies**

4.4.1. If the recommendations are accepted by the Committee and in due course approved by Council, this will see changes to the Constitution.

4.5. **Impact Assessments**

4.5.1. It is not considered necessary to undertake an impact assessment as this relates to the administrative and decision making process and not changes in policy. However this aspect will be considered in detail if the Committee agree the recommendations and for the reports to be brought forward.

5. **Budgetary Framework**

5.1. The report does not directly impact on the Budget or Budgetary framework for the Council.

6. **Risks**

6.1. The proposals within the report propose to minimise risks of decisions being taken out of sync and ensuring opportunity for equal input on recruitment to senior officer roles.

7.   Alternative Option(s) considered

7.1.   The Committee could decide to decline the approach and seek for longer timescale to bring both approaches through together. However it is considered appropriate to expedite one part in case a senior officer was to step down from their role within the near future.

7.2.   The Committee could equally reject the proposals and seek to continue as at present, however as services merge, which are due to start later this year, it is considered appropriate that a single decision-making body is in place to determine staffing policies.