

A meeting of the above Committee will be held remotely on Wednesday 22 July 2020, at 6.00pm and available for the public to watch via the Warwick District Council [YouTube channel](#).

Membership:

	Councillor Milton (Chairman)	
Councillor G Cullinan		Councillor R Margrave
Councillor I Davison		Councillor M Noone
Councillor A Dearing		Councillor D Norris
Councillor O Jacques		Councillor P Redford
Councillor P Kohler		Councillor D Russell

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 entered on the form to be circulated with the attendance sheet and declared 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**

(a) To confirm the minutes of the meeting held on 11 February 2020.

(Pages 1 - 4)

(b) To confirm the minutes of the meeting held on 27 May 2020.

(Page 1 - 1)

4. **Appointment of Children's and Adults' Safeguarding Champion**

To appoint a Children's and Adults' Safeguarding Champion from the membership of the Overview & Scrutiny Committee in the current absence of Health Scrutiny Sub Committee (pending the outcome of the Governance Review Report).

5. **Proposed Task & Finish Group**

To consider a report from Democratic Services on a request from Council to establish a Task & Finish Group to look at the Council's approach to equality and diversity, especially with regard to Race.

(Pages 1 - 10)

6. **Future working of Scrutiny Committees**

To review the comments from the Joint Committee meeting on 7 July in respect of future working of scrutiny committees.

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For enquiries about specific reports, please contact the officers named in the reports.

You can e-mail the members of the Committee at o&scommittee@warwickdc.gov.uk

Details of all the Council's committees, councillors and agenda papers are available via our website www.warwickdc.gov.uk/committees

Please note that the majority of the meetings are held on the first floor of the Town Hall. If you feel that this may restrict you attending this meeting, please telephone (01926) 456114 prior to the meeting, so that we can assist you and make any necessary arrangements to help you to attend the meeting.

The agenda is available in large print on request, prior to the meeting, by telephoning (01926) 456114

Overview and Scrutiny Committee

Minutes of the meeting held on Tuesday 11 February 2020 at the Town Hall, Royal Leamington Spa at 6.00pm.

Present: Councillor Davison (Chair); Councillors; Boad, A Dearing, Margrave, Milton, Murphy, Noone, Redford and Russell.

Also Present: Councillor Day – Leader of the Council, Councillor Grainger, Portfolio Holder – Culture and Councillor Rhead – Portfolio Holder – Environment & Business.

66. **Apologies and Substitutes**

- (a) There were no apologies made; and
- (b) Councillor Boad substituted for Councillor Kohler.

67. **Declarations of Interest**

There were no declarations of interest made.

68. **Minutes**

The minutes of the meeting held on 17 December 2019 were taken as read and signed by the Chair as a correct record.

69. **Public Speaker**

Mr Mond, a member of the Leamington-based group Justice for Palestinians, addressed the Committee on concerns his group had on the proposal to adopt a definition of Anti-Semitism, which was to be considered by the Executive the following evening.

70. **Executive Agenda (Non-Confidential items and reports) – Wednesday 12 February 2020**

The Committee considered the following items which would be discussed at the meeting of the Executive on Wednesday 12 February 2020.

Item 10 – Adopting a Definition of Anti-Semitism

A report from the Chief Executive which sought Executive approval to agree to adopt the International Holocaust Remembrance Alliance (IHRA) definition of Anti-Semitism as part of the Council's and the wider Community Safety Partnership Strategy relating to Hate Crime had been called-in by both the Green and Liberal Democrat Groups for scrutiny.

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

- The Government had approached all Councils to spell out a definition of Anti-Semitism back in October 2019. Warwick District Council had not acted immediately because it had been inappropriate timing back then. The Government had then

approached Councils again and suitably impressed upon them the need to act.

- There had not been many reports of Anti-Semitism in the District.
- The policy under consideration was within the "box" on the first page of Appendix 1 to the report. Councillors could amend this if they saw fit because they set the policy.

Mindful that the wording of the policy as recommended might prevent public challenge to actions by the Israeli Government, which could potentially be deemed Anti-Semitic, the Committee made a recommendation to the Executive as follows:

"The Committee supported the recommendation in the report and recommended that the following two caveats be included in the definition of Anti-Semitism:

1. It is not Anti-Semitic to criticise the Government of Israel, without additional evidence to suggest Anti-Semitic intent; and
2. It is not Anti-Semitic to hold the Israeli Government to the same standards as other liberal democracies, or to take a particular interest in the Israeli Government's policies or actions, without additional evidence to suggests Anti-Semitic intent."

The Liberal Democrat Group was content that the issues it had raised ahead of the meeting about public consultation could be dismissed.

(Councillor Day left the meeting.)

Item 6 – Warwick District Climate Emergency Action Programme

A report from the Chief Executive and the Head of Health and Community Protection which sought agreement from the Executive to the proposed Climate Emergency Action Programme was called-in by the Labour and Green Groups for scrutiny.

In response to questions from Members, Councillor Rhead, Portfolio Holder – Environment & Business, the Chief Executive and the Head of Health and Community Protection explained that:

- The aim to improve the energy efficiency of houses in the District to get as many as possible up to at least EPC level C by 2030 would be targeted at houses and assets under the Council's control initially. In respect of privately owned, the Council could only encourage people to convert their homes. There might be grants that could be given for private homes; this would need investigation.
- Not all housing could be brought up to EPC level C easily and so caveats might be necessary for privately owned housing.
- The Council would encourage the County Council to apply for funding available for sustainable transport and cycle-ways. The Government had just announced £5bn worth of funding available. The Chief Executive informed Members that the District Council would be prepared to do the hard work involved to apply for some of this funding if the County Council would front the application.

- Businesses would be encouraged to become greener, but there were limited means to do this through financial incentives. The Council did not set business rates; it was solely responsible for collecting them. There were limited opportunities to do this through rates relief and if this were to be considered, it would have to be ratified by the Government or the County Council, with Warwick District Council's role being solely one of influencer. A grant scheme could be looked at.
- The Council had asked the County Council for an integrated sustainable transport plan and the County Council hoped to have finished this by Easter.

The Committee conveyed its thanks to the officers who had worked hard on the programme.

The Committee made the following comment to the Executive:

"The Committee supported the recommendations in the report and urged the Executive to progress them."

(Councillor Rhead left the meeting and Councillor Day returned to the meeting.)

At 7.00pm, the Chairman announced a two-minute adjournment.

71. **Chief Executive's Office – Service Area Review**

The Committee considered a report from the Deputy Chief Executive & Monitoring Officer which brought together details of performance relating to the Chief Executive's Office.

In response to questions from Members, Councillor Day - Leader of the Council and the Deputy Chief Executive & Monitoring Officer explained that:

- The format of the report for all Service Areas had changed; they were now only required to provide a narrative of how the Service Area was progressing so that Members could get an overall reflection of how the Service Area was progressing. If there was something within the Service Area the Councillors felt required more drilled-down detail, they could ask for an additional report on that.
- The performance target set for corporate properties with in date Electrical Test certificates was 100% (page 12 of the report). The reason for the actual figures being lower was that not all of the Council's properties were yet on the database, but over the course of the year this would happen.
- The Council's team that managed the website did an ongoing review of the pages published, and this was supported by the page authors who were also required to keep the pages updated.
- There was no timescale set for assisting in the appraisal, planning and delivery of the Council's major refurbishment and re-development projects across the Council's HRA and corporate stock (page 7 of the report). This was because sites needed to be identified.

- Following a senior management review, three areas would be discrete, leaving only Civic and Democratic Services within the Chief Executive's Office.

(Councillor Day left the meeting.)

72. **Review of the Work Programme, Forward Plan and Comments from the Executive**

The Committee considered its work programme for 2020, the Forward Plan and the response from the Executive to its comments in December.

Resolved that

- (1) the Comments from the Executive report attached as Appendix 2 to the report, be noted;
- (2) the fuel poverty report scheduled for March will now be a call-in for scrutiny of the fuel poverty report going to Executive that month;
- (3) the Shakespeare's England update scheduled for March 2020 will be moved back to September so that it will take in the funding year end; and
- (4) the meeting in April will include an opportunity for Members to reflect how effective scrutiny has been and what could be done to make scrutiny more effective.

(The meeting ended at 7.25 pm)

Overview and Scrutiny Committee

Minutes of the remote meeting held on Wednesday 27 May 2020 at 5:30pm, which was broadcast live via the Council's YouTube Channel.

Present: Councillors Davison, Kohler, Milton, Noone, Redford, Russell and Skinner

1. **Apologies and Substitutes**

- (a) Apologies for absence were received from Councillor A Dearing; and
- (b) Councillor Skinner substituted for Councillor Cullinan.

2. **Declarations of Interest**


There were no declarations of interest made.

3. **Appointment of Chairman**

It was proposed by Councillor Kohler, seconded by Councillor Russell and

Resolved that Councillor Milton be appointed Chairman of the Committee for the ensuing municipal year.

(The meeting ended at 5.36pm)

 Overview & Scrutiny Committee 22 July 2020		Agenda Item No. 5
Title	Proposed Task & Finish Group	
For further information about this report please contact	Graham Leach, Democratic Services Manager & Deputy Monitoring Officer 01926 456114 graham.leach@warwickdc.gov.uk	
Wards of the District directly affected	None	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	Council 24 June 2020	
Background Papers		

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality Impact Assessment Undertaken	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	13 July 2020	Andrew Jones
Head of Service		
CMT	13 July 2020	
Section 151 Officer		
Monitoring Officer	13 July 2020	Andrew Jones
Finance		
Portfolio Holder(s)		Andrew Day
Consultation & Community Engagement		
Head of Communications & People		
Final Decision?		No
Suggested next steps (if not final decision please set out below)		
If approved the Group will be formed which will require further reports		

1. **Summary**

- 1.1 The report brings forward the scope for a Task and finish Group proposed by Councillors Mangat and Tangri following the Notice of Motion approved by Council on 24 June 2020.

2. **Recommendation**

- 2.1 The Overview & Scrutiny Committee can take either of the following options in respect of the proposed Task & Finish Group, as defined at Appendix 2 to the report:
- (a) agree the remit as set out
 - (b) revise the remit and agree to its work
 - (c) request further work on the scope by Councillors Mangat & Tangri
 - (d) reject the scope
- 2.2 That subject to the Task & Finish Group being established the Committee appoint between 3 and 6 Councillors (who are not on the Executive) to undertake the work.

3. **Reasons for the Recommendation**

- 3.1 On 24 June 2020, Warwick District Council resolved that this Committee be asked 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.
- 3.2 Following this decision Councillors Mangat and Tangri developed the attached scope (Appendix 2) and were provided guidance from the Democratic Services Manager & Deputy Monitoring Officer, the Head of Communications & People as well as the Council's Equality & Diversity advisor as set out at Appendix 1. CMT have considered the scope for the review at their meeting on 13 July 2020.
- 3.3 The Committee needs to assure itself that the proposed Task and Finish Group has a robust scope with a clearly defined remit.
- 3.4 In anticipation of the Scope being approved, Civic & Committee Services have asked for volunteers to undertake the work on the Group and the Committee will be informed of the volunteers at the meeting
- 3.5 The Committee needs to be aware that the work of Task and Finish Group is member and not officer lead, including the production of the final report. Therefore, the Councillors appointed need to be committed to undertaking the work required with guidance and advice from officers who will be witnesses called to provide evidence. This will be discussed in more detail at the first meeting of the Task & Finish Group.

4. Policy Framework

4.1 Fit for the Future (FFF)

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.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council’s FFF Strategy.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Becoming a net-zero carbon organisation by 2025 Total carbon emissions within Warwick District are as close to zero as possible by 2030 Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
Impacts of Proposal		
The work of any Task and Finish Group should look to contribute to this element and this should be reflected within the scope.	The work of any Task and Finish Group should look to contribute to this element and this should be reflected within the scope.	The work of any Task and Finish Group should look to contribute to this element and this should be reflected within the scope.
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported	<u>Intended outcomes:</u> Focusing on our customers’ needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities

The right people are in the right job with the right skills and right behaviours		Seek best value for money
Impacts of Proposal		
The work of any Task and Finish Group should look to contribute to this element and this should be reflected within the scope.	The work of any Task and Finish Group should look to contribute to this element and this should be reflected within the scope.	None anticipated

- 4.2 **Supporting Strategies** – While the scope does not directly impact on supporting strategies it would complement the work within the People Strategy for internal work.
- 4.3 **Changes to Existing Policies** – At this time there are no proposed changes to any existing policies.
- 4.4 **Impact Assessments** – No equality Impact Assessment has been undertaken in respect of the scope but advice has been provided to Councillors Mangat and Tangri by Warwickshire County Council as the Council’s advisors on such matters.

5. **Budgetary Framework**

- 5.1 The report does not impact on the budgetary Framework or Budget at this stage. Any support required from the Council’s specialist advisor on equality and diversity would be at a cost to the Council. While there is an allocated budget for such advice, this is based on normal workloads and does not factor in this Task & Finish Group. This could result in additional unplanned expenditure which would need to be funded. At this stage that level of additional cost is not known but will be reported through the usual budget monitoring process and as part of the updates to this Committee from the Task & Finish Group.

6. **Risks**

- 6.1 The risks associated with the scope are set out within the scoping document and are copied below for reference. The Committee needs to satisfy itself that sufficient mitigation for these risks can be put in place to enable the Task and Finish group to be successful.
- i. Risk that a few loud voices are unduly influential; but equally those who have been discriminated against may be reluctant to speak.
 - ii. Too many issues are explored, so the review fails to complete within the allotted time.
 - iii. Competing priorities within the Council
 - iv. Difficulty of engagement during COVID-19 response.
 - v. Specialist support may be required, to provide understanding of requirements of the Equality Act
 - vi. Insufficient funds to buy in specialist support if required
 - vii. Insufficient resources with the HR/Payroll/HCP and other Service Areas and Committee team to provide support for the review.

- viii. 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.
- ix. There may be some aspects which require approval from both the current Employment Committee and Executive.

6.2 The particular concern from officers is with regard to risks iii, iv and v, vi, and vii. These all focus about the availability of resources to support and provide evidence to the Councillors working on the Task & Finish Group. Officers are committed to supporting the Task & Finish Group but this will lead to a reprioritisation of other work across Council. In respect of specialist support from WCC as the Council's advisor on Equality & Diversity, there would be the potential for additional cost as outlined in part 5 of this report.

7. Alternative Option(s) considered

7.1 The alternative options for the Committee are all set out within the recommendations of this report as they need to determine the next steps.

Appendix 1

I think the group needs to identify what some of the key issues are - What data do we have and what is it telling us? Do we need to get more data (quantitative and qualitative)? Is there an issue? Is the data reliable? If not then I would suspect an action will be to ensure the infrastructure is in place to capture and utilise data in setting actions and measuring progress.

Engagement with BAME communities will be important throughout - who's sitting on this task and finish group? Is the group diverse? I can't see where is says about surveying staff? I think it's more about engagement and utilising channels like your annual staff survey that are already in place to do so.

Target driven approaches can sometimes be quite harmful in relation to just trying to diversify the percentage of BAME employees in the workforce - I'm not sure if that's what is meant under Indicators of Success, but just something to think about.

I would suggest that we need to be looking at this intersectionality - we're not just talking about the experiences of BAME people, but BAME people with a disability, BAME people from the LGBT+ community etc.

Here's some links to some useful resources:

1. https://www.cipd.co.uk/news-views/news-articles/racism-no-place-society?utm_source=mc&utm_medium=email&utm_content=cipdupdate_01072020.EdL1_Four_Principles_Racism_NV&utm_campaign=cipd_update&utm_term=5190695
2. https://www.peoplemanagement.co.uk/news/articles/how-to-address-racism-with-positive-leadership?utm_source=mc&utm_medium=email&utm_content=pm_daily_01072020.How+to+address+racism+with+positive+leadership&utm_campaign=7295441&utm_term=5419831
3. https://www.cipd.co.uk/news-views/tackling-racism-workplace?j=1013156&sfmc_sub=72508136&l=8757_HTML&u=20728811&mid=7295451&jb=37&utm_source=mc&utm_medium=email&utm_content=C134_mem_updates_vvx_w15_CharteredMember.antiracism_hub&utm_campaign=mem_updates&utm_term=1068955
4. <https://dileaders.com/blog/so-youve-supported-blacklivesmatter-whats-next/>

Best wishes,

Keira Rounsley (She / Her)

Equality, Diversity and Inclusion Practitioner

People Solutions

Enabling Services

Resources Directorate

Warwickshire County Council

Advice on Engagement in the Democratic Process

The responsibility for the Electoral Register and administration of elections are those of the Returning Officer (RO) and the Electoral Registration Officer (ERO) and while these are both duties undertaken by the Chief Executive are, by law, separate to Warwick District Council. The Returning officer has statutory functions to undertake and guidelines from the Electoral Commission to follow on these matters. No data is recorded in respect of ethnicity of either electorate or candidates at elections therefore how would this be identified as an area of concern and then measured and improved upon. If this focussed on communications and how the RO/ERO knew if messages were reaching all parts of the community this could be considered but on scoping this specific part guidance should be sought from the Electoral Commission as well. At the conclusion of the Task & Finish Group this would not be a matter for the Executive to take a decision on but for Licensing & Regulatory Committee to take a view on.

Graham Leach

Democratic Services Manager and
Deputy Monitoring Officer

Scrutiny Review Outline

Review Topic (Name of review)	The Council's approach to equality and diversity, especially with regard to race
Working Group Members	Cllrs Mangat and Tangri. Along with no more than four other Councillors (not on the Executive) to be appointed by the Overview & Scrutiny Committee
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)	<p>To review the Council's approach, both internally and externally, to racial equality in the broader context of equality and diversity.</p> <p>With a view to providing assurance on the current work the Council undertakes on equalities and provides a framework for enhancing this.</p> <p>Areas to consider will include:</p> <ol style="list-style-type: none"> 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.

<p>Scope of the Topic (what is specifically to be included/excluded)</p>	<p>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’).</p> <p>The Group will have three core focuses</p> <ul style="list-style-type: none"> (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 <p>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.</p> <p>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)</p>
<p>Indicators of Success (what factors would tell you what a good review should look like)</p>	<p>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.</p>
<p>Specify Evidence Sources (Background Information documents to look at)</p>	<p>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.</p>
<p>Specify Witnesses/Experts (Who to see and when)</p>	<p>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.</p>
<p>Specify Site Visits (where and when)</p>	<p>N/A</p>
<p>Consultation with Stakeholders (who should we consult?)</p>	<p>WDC staff and councillors including those with strategic responsibility. 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</p>
<p>Level of Publicity (what level is appropriate and what method should be used)</p>	<p>High. There is considerable public interest in this review. The Council should welcome views, experiences and input from residents. These will be developed</p>
<p>Barriers/dangers/risks (identify any weaknesses or potential pitfalls)</p>	<p>Risk that a few loud voices are unduly influential; but equally those who have been discriminated against may be reluctant to speak.</p>

		<p>Too many issues are explored, so the review fails to complete within the allotted time.</p> <p>Competing priorities within the Council</p> <p>Difficulty of engagement during COVID-19 response.</p> <p>Specialist support may be required, to provide understanding of requirements of the Equality Act</p> <p>Insufficient funds to buy in specialist support if required</p> <p>Insufficient resources with the HR/Payroll/HCP and other Service Areas and Committee team to provide support for the review.</p> <p>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.</p> <p>There may be some aspects which require approval from the current Employment Committee and some from the Executive.</p>	
Projected Start Date	August 2020	Draft Report Deadline	January 2021
Meeting Frequency	Fortnightly	Projected Completion Date	March 2021
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.	