

Introduction

1. The specific public sector equality duties in the Equality Act 2010 require the council to publish information showing how it meets the general duty in the Act. The annual review, together with additional information on the website, are the means through which the council meets this duty.

2. The annual review reports on progress with implementing the equality strategy 2016-19 which was approved by the Cabinet in June 2016 and the associated action plan which was agreed in December 2016. Detailed equality in employment data and analysis is also included in the review.

National context and developments

3. There have been no significant changes to equality legislation during the last twelve months, although the Government has announced its intention not to bring caste into the definition of race within the Equality Act 2010 and will bring forward legislation to remove this requirement from the Act. It also plans to reform the Gender Recognition Act 2004 to make it easier for transgender people to change their legal gender and has been consulting on this.

4. The first deadline for organisations with 250 or more employees to publish their gender pay gap figures passed in March/April 2018. 100% of employers covered by the legal requirement have published their figures. Gender pay gap information for the council is now included in this annual review. The Government has also been consulting employers on the introduction of mandatory ethnicity pay reporting, including pay gaps.

Equality Strategy action plan

5. Notable achievements within the council during the last 12 months which will have a significant impact on protected groups include the establishment of the Dudley Disability Service which was formally launched in July 2018. This brings together services that support and care for children, young people and adults with disabilities or special educational needs within the borough into one service.

6. A range of action has been undertaken during the second year of the council's three year action plan which supports the equality strategy 2016-19 <http://www.dudley.gov.uk/equality-strategy/>. The action plan is overseen by the

officers' corporate equality and diversity leadership group and the Chief Officer Health and Wellbeing, and forms the group's work programme.

7. A new online training module on equality and diversity which was developed in-house was launched in June 2018. The module provides basic information about equality, the requirements of the Equality Act 2010 and asks employees to reflect on their behaviours in the workplace. The training is mandatory for all employees to complete and 55% had completed the training within the first four months after its launch.

8. Budget proposals in the medium term financial strategy continue to undergo equality impact assessments where relevant in order to ensure that Members can comply with the general public sector equality duty in making decisions. These are published in line with the specific public sector equality duty (PSED) to publish relevant information. The council's equality impact assessment guidance and templates have been reviewed and updated to make them more concise and easier to complete, whilst still responding to the requirements of the PSED established through case law.

9. The strategic procurement adviser, now appointed as the chief officer commercial and procurement, has led on developing a social value policy for the council which sets out how the provisions of the Public Services (Social Value) Act 2012 are being incorporated within the council's procurement policies and practices. The Act requires authorities to consider how the economic, social and environmental wellbeing of the area can be improved through procurement. Much greater account will now be taken of social value in awarding relevant contracts, with promotion of equality one significant element of this.

10. The All About Dudley Borough website <https://www.allaboutdudley.info/> was launched in August 2018. This website has been developed to make data on Dudley Borough available to everyone. It contains a range of resources, reports and information which help describe the population and place across a variety of topic areas and perspectives, including available information about protected characteristics. This is very useful for designing and delivering appropriate services and carrying out equality impact assessments.

11. The 2018 employee survey was undertaken during the autumn to gather feedback about the council's values and behaviours and employees' health and wellbeing. Analysis will be undertaken by protected characteristics. Results will be compared to those from the 2017 survey. Action being taken in response to the previous survey includes overhauling the staff appraisal process, providing a monthly electronic briefing, and revising the employee attendance management policy.

12. The services offered to staff to support them with their health and wellbeing, particularly their mental health, continue to be reviewed and extended. The staff counselling service was accessed by 14% of staff last year. Mental health pop up cafes were held to give staff information and support on how stay mentally healthy, with total attendance of over 130. A range of courses to help develop individuals' resilience are held, now attended by over 350 staff. Additional courses for managers are being developed to help them recognise and deal with employees' health and wellbeing issues. The council was awarded the Workplace Wellbeing Charter accreditation following a successful assessment during September 2018.

13. Initial work has been undertaken to respond to the equality in recruitment issues highlighted in the 2016 and 2017 annual reviews. Corporate Board has identified a number of actions including:

- training – the introduction of the mandatory online training on equality and training on unconscious bias for managers
- more detailed analysis of recruitment statistics, and
- a review of recruitment and selection policies and procedures, including responding to the recommendations of the Baroness McGregor-Smith's 2017 report for the Government on 'race in the workplace'.

14. Events such as International Women's Day (IWD) are celebrated across the borough. The Chief Executive and the Deputy Leader celebrated the achievements of women and girls from across the borough for the 2019 IWD themed #BalanceforBetter. The Amblecote, Cradley and Wollescote, and Lye and Stourbridge Town community forum provided funding for an IWD community celebration event in Dudley organised through community groups in Lye.

15. Appendix 1 gives an overall progress summary against the strategy over its first two years.

Employment monitoring data

16. Through the specific public sector equality duties of the Equality Act 2010, the council is required to publish details of its equality in recruitment and employment record. This data is analysed regularly so that the council's employment policies and practices can be assessed to ensure that they are having a non-discriminatory impact and appropriate action is identified where necessary. The new personnel management information system (PIMS) introduced early in 2017 has given the opportunity to improve data collection from employees and is allowing better data analysis. Employees will be further encouraged to update or add their protected characteristics.

17. 237 fewer staff were employed by the council on 1 April 2018 than in the year before. Although with a smaller reduction during 2017/18, the size of the workforce has declined every year since 2011/12 in response to the need to deliver year on year budget reductions. A combination of voluntary redundancies, a relatively small proportion of compulsory redundancies and vacancy management¹ continues to be used. Equality impact assessments related to the reductions in staffing are undertaken and presented to the Cabinet and the Council each year. These assessments have not identified any significant disproportionate or unjustified impact on staff based on their protected characteristics.

18. As a result of budget decisions taken during 2017/18, up to 1st September 2018, there had been 20 redundancies, of which, during the redundancy process, 9 opted to go as voluntary redundancy as an alternative to compulsory redundancy. No employees remained at risk. 32 employees had so far been redeployed into alternative employment. A range of support continues to be offered to employees and their managers who are faced with a redundancy situation.

Workforce Profile

19. A summary of the council's workforce broken down by directorates, sex, disability, white/BME groups and part-time employees as at 1st April 2018 is set out at appendix 2(a).² This data is also presented by the following salary bandings:

- the highest paid employees at grade 14 and above (salaries of over £48,700 - generally heads of service, chief officers and directors, or equivalents - approximately the highest paid 2% of the workforce) - Appendix 2(b).
- employees at grade 9 and above or equivalent (salaries of over c£29,800 - generally professionally qualified, and/or middle management and above - approximately the highest paid 25% of the workforce) - Appendix 2(c), and
- employees on grades 1 to 8 or equivalent - Appendix 2(d).

20. Appendix 2(e) shows the workforce profile by age and Appendix 2(f) a more detailed directorate breakdown by ethnic group.

Sex

21. The split between females and males in the council's workforce is 65% to 35% and has shown little variation over many years. Proportions do vary considerably between 82% female in the People Directorate and 49% in the Place Directorate.

¹ The managing employees at risk of redundancy policy was changed during 2016/17. There is no longer a register of employees interested in taking voluntary redundancy.

² School employees are not included

22. At grade 14 and above (Appendix 2b), the proportion who are female is a little below the overall level at 57%, a fall from 62% in 2016/17. The figure has remained at 56% for staff at grade 9 and above (Appendix 2c) for the last 4 years following a 6 year upward trend. Although derived on a slightly different basis and with only a 38% response rate from local authorities nationally, the Local Government Association (LGA) annual workforce survey 2016-17 provides some basis for comparison. This indicated that of the top 5% of earners of respondent authorities, 48.8% were women (England average), (51.5% single/upper tier authorities average), compared with the higher Dudley figure of 58%.

23. Gender pay gap figures were required to be reported by all employers of 250 or more employees by March or (for the public sector) April 2018. Table 1 provides a comparison of the figures for the council. The mean pay gap for the council is similar to the economy as a whole although above the average for other metropolitan authorities. The median pay gap is above the average for the economy as a whole and for other metropolitan authorities. A detailed report is being considered by the Cabinet on 20th March to understand reasons why this is the case. This notes that comparisons between organisations were not always easy to make due to differences in services that were provided and highlights measures already in place within the council, including:

- revised pay structures and terms and conditions of service to eliminate inequalities in the pay and grading structures
- family friendly policies such as flexible and agile working, shared parental leave, childcare vouchers and authorised leave
- equality and diversity, and recruitment and selection training
- the TORCh programmes to develop management and leadership skills (63% of participants across the three programmes run have been women)

Table 1. Gender pay gap figures for Dudley MBC comparisons with average for whole economy and local authorities

	Dudley MBC	Whole national economy	English local authorities	West Mids. region local authorities	English met. authorities
Mean pay gap	11%	12%	6.8%	7.8%	8.0%
Median pay gap	18%	9.7%	5.0%	7.5%	9.4%

Source: Local Government Association - The Gender Pay Gap in Local Government 2018

24. Further action planned for the next year to address the pay gap includes:
- a review of recruitment practices, ensuring that, for example, flexible working options are fully promoted
 - training in unconscious bias for managers
 - analysis of 2018 employees survey by sex and responding as appropriate to the findings
 - further work on family friendly policies and flexible working, and
 - further reviewing good practice from other organisations.

Race

25. The percentage of council employees from BME communities is 10.9%. This percentage has continued to rise each year for several years (see table 2). The figure can be compared with data from the 2011 Census which shows the BME population of the borough at 10% in 2011 but on a clear upward trend. A significantly higher proportion of the population of below working age is from a BME background (18% of under 16s in 2011) than in the working age population³.

Table 2. Dudley MBC percentage of employees from black and ethnic minority communities

Year	Percentage of employees from BME communities
2017/18	10.9%
2016/17	10.1%
2015/16	9.1*%
2014/15	8.8%
2013/14	8.7%

Notes to table 1: those for whom ethnic origin is not known are excluded from the analysis. BME communities are defined as the non-white groups using Census categories (see footnote³).

*Revised figure to that published in the Annual Review 2016

26. Percentages vary between directorates from 15.8% in People to 11% in Chief Executive’s and 6.7% in Place. At grade 14 and above the figure is lower than in the workforce at a whole at 9.2%, although it is higher at grade 9 and above at 13.1%

³ The ethnic categories used by the council’s current HR system are those from the 2011 Census. These are slightly different to those from the 2001 Census which were used prior to 2017/18.

(see Appendices 2(a) to (d)). The LGA workforce survey 2016-17 comparisons for the top 5% of earners who were from a BME background are 5.9% (England average), (7.9% single/upper tier average), against 8% for Dudley.

Table 3. Dudley MBC percentage of employees with a disability

Year	Percentage of employees with a disability
2017/18	6.0%
2016/17	4.0%
2015/16	4.0%
2014/15	3.6%
2013/14	3.2%

Note to table 3: disability is as defined in the Equality Act 2010; figures represent those employees who have indicated that they have a disability on the council's HR system.

Disability

27. The percentage of council employees who have indicated that they have a disability (as defined in the Equality Act 2010) has risen from 4.0% to 6.0% (see table 3). Part of this rise may be due to improved data collection arrangements through the new HR system. The legal definition of disability differs from that used for the 2011 Census where 6.3% of the borough's population aged 16-64 indicated that they had a long-term health problem or disability which limited their day-to-day activities a lot and a further 8.0% that it limited their activities a little. The grade breakdowns at Appendices 2(b), (c) and (d) show that there is a higher proportion of employees with a disability at grade 14 and above at 8.6% (a rise from 3.0% in 2016/17, but with small numbers involved) than in the workforce as a whole (6%). Disabled employees make up 7.8% of the workforce at grades 9 and above.

28. The LGA workforce survey 2016-17 figures for the top 5% of earners who were disabled are 9.2% (England average), (14.1% single/upper tier average), and 7% for Dudley.

Age

29. Appendix 2(e) shows the age profile of the workforce. The council continues to have disproportionately fewer employees in younger age groups than in older age

groups (under 60 years). There are not clear year on year trends over recent years in terms of changes across the age groups.

Sexual orientation and gender reassignment

30. The proportion of employees who have recorded their sexual orientation (including “prefer not to say”) has increased year on year but there remains a majority of employees at 60.7% who have not recorded any details. 0.7% of the total workforce has indicated that they identify as Lesbian, Gay or Bisexual (LGB). Given that a minority of employees has provided details and there is not robust data available for the borough’s population, comparisons are not easy to make. Experimental official statistics from the ONS estimate in 2016 that 1.6% of the West Midlands region’s population (2.0% nationally) identify as LGB. Transgender staff data has only been requested since the launch of the new HR system in 2017.

Religion or belief

31. 65.3% of employees have now recorded their religion or belief (including “prefer not to say”). This proportion continues to increase but is well below that for ethnic origin at 95%. With the introduction of PIMS, employees were encouraged to review and complete their data, and further action is currently being taken to ensure that as far as possible we hold robust and complete data.

Recruitment

32. Appendix 3 sets out a summary of recruitment activity for council posts by race, disability, religion or belief and age during 2017/18. This covers 11,101 applications with 802 successful applicants taking up posts compared with 7,763 and 890 in 2016/17.

33. Tables 4, 5 and 6 show the percentage at each stage of the recruitment process for candidates from a BME background, women and disabled people respectively, compared with the previous four years. The percentage of appointees from BME backgrounds increased for the third year running and the gap between the percentage interviewed and percentage appointed was lower in 2017/18 and smaller than for several years, but was still significant. Paragraph 13 of the annual review outlines action being taken in response to these figures and to the wider report and recommendations contained in Baroness McGregor-Smith’s 2017 report on ‘race in the workplace’.

34. More women than men continue to be appointed a few percentage points above their proportion in the workforce over the last four years. There is no clear pattern over the last five years in terms of success rates of applicants by sex from

Dudley MBC annual recruitment analysis – percentage of candidates at application, interview and appointment stages from identified groups

Table 4. BME groups

Year	Applied	Interviewed	Appointed
2017/18	24.9%	22.6%	18.0%
2016/17	26.8%	25.5%	15.4%
2015/16	24.2%	22.2%	12.5%
2014/15 [§]	22.5%	19.5%	12.4%
2013/14	20.9%	16.9%	12.6%

Table 5. Women

Year	Applied	Interviewed	Appointed
2017/18	71.4%	68.8%	69.8%
2016/17	72.6%	70.3%	70.3%
2015/16	70.1%	70.3%	71.7%
2014/15 [§]	70.4%	71.7%	69.5%
2013/14	68.6%	66.4%	62.0%

Table 6. Disabled people

Year	Applied	Interviewed	Appointed
2017/18	7.0%	8.6%	5.5%
2016/17	5.6%	6.0%	3.8%
2015/16	4.8%	4.4%	3.2%
2014/15 [§]	5.4%	4.8%	4.3%
2013/14	4.0%	4.8%	2.3%

Notes to tables 3 to 5

Table 3 - for the analysis, those for whom no ethnic origin is recorded are included in the white groups

[§]From 2014/15 the number of job applications rather than applicants are counted

Table 5 - for the analysis, those who have not stated whether or not they have a disability are included in the not disabled group

interview to appointment stage. There continues to be a gap between the percentage of applicants who have indicated that they have a disability, who are interviewed and the proportion appointed. However, there was a significant increase in the proportion of those appointed who have indicated that they have a disability at 5.5% during 2017/18.

Grievances and disciplinary action

35. There were 33 instances of disciplinary action taken against employees during 2017/18 compared with 58 the previous year. 12% of disciplinary cases involved BME employees in both years. Given the small numbers involved this does not represent a statistically significant difference from the proportion of BME employees in the workforce. In addition, an independent analysis of case files was undertaken during 2017. The outcome of this review was that no evidence of bias was evident. Longer term trends against protected characteristics will continue to be analysed.

36. 14 grievances (18 in 2016/17) were recorded during 2017/18, too few from a workforce the size of the council's for any significant conclusions to be drawn in relation to equality impact.

37. The council continues not to have lost any employment tribunal cases on the grounds of discrimination (not including equal pay) for many years. Four new applications were lodged during 2017/18 (see table 7a).

Table 7a. Dudley MBC new employment tribunal discrimination cases brought April 2017 – March 2018

Directorate	Case Details	Application Lodged	Outcome
Place	Breach of Part Time Workers Regulations and sex discrimination	August 2017	Settled at judicial mediation
People	Breach of Part Time Workers Regulations and sex discrimination	August 2017	Settled at judicial mediation
People	Race discrimination	March 2018	Ongoing
People	Disability discrimination, harassment, victimisation	April 2017	Ongoing

Table 7b. Dudley MBC employment tribunal discrimination cases brought – outstanding cases from previous year

Directorate	Case Details	Application Lodged	Outcome
Chief Executive's	Race discrimination	March 2017	Settled in April 2018
People	Disability discrimination, victimisation, harassment, unfair dismissal	October 2015	Final hearing took place in March 2018. Awaiting outcome

Conclusions

38. Some good progress is being made with the implementation of the strategy through the action plan, and focussed action will continue to be taken to ensure that items within the plan can be addressed within the three year timescale of the strategy.

39. Particular work will be undertaken on a number of key areas over the next year including:

- continuing to implement outcomes from the equality in recruitment review including unconscious bias training (see paragraph 13)
- addressing issues arising from the gender pay gap figures (see paragraphs 23 and 24)
- embedding the social value policy within the council
- embedding equality within business planning
- continuing improvements to the collection, analysis and use of employment data, including the people survey, and
- beginning a review of the council's equality strategy.

Equality strategy action plan progress – update December 2018

Appendix 1

Action	Progress	Timescales	By whom?	Outcome
'Strong leadership' actions:				
1. Identify member and officer equality champions	Chief Officer Health and Wellbeing leads on equality. Officers' corporate equality and diversity leadership group continues to oversee work programme. Further work to be undertaken following changes in political control of the council.	Review in April/May 2019 as part of review of equality strategy	Chief Officer Health & Wellbeing	Clear roles and responsibilities for members and officers in providing leadership on equality
2. Develop and implement a communications plan for promoting equality and the strategy	Communications plan agreed. Strategy promoted through Leadership Forum and is highlighted in online training provision. Connect site set up for employees and equality webpages reviewed, updated and simplified. Community cohesion strategic group communications plan agreed.	Plan completed during 2017/18. Ongoing implementation of communications plan.	CEDLG/Head of Communications and Public Affairs	Right messages communicated about equality
3. Review with members their role in promoting equality	Session held with the Cabinet in autumn 2016. Some training priorities identified: training on hate crime awareness held for members in October 2017. Induction training for new members. To be revisited following change in political control.	Review in May/June 2019 as part of review of equality strategy	Chief Officer Health & Wellbeing	Members understand their role in promoting equality.

4. Demonstrate values and behaviours relating to equality evidenced, for example, through case studies	In the work programme for the third year of the action plan. However, e.g. Leadership Forum receiving presentations on how values and behaviours being demonstrated e.g. excellence in Telecare and the impact the use of modern technology is having in supporting disabled and/or older people to live in their own homes. Analysis of the people survey by protected characteristics undertaken and used to inform actions under this item.	Ongoing. Will be focus during third year of plan.	Chief Officer Transformation	Employees understand and demonstrate values and behaviours
5. Identify a small number of key equality objectives in each directorate and actions for achieving them	Divisional management/leadership teams undergoing workforce planning which will identify actions to address employment issues such as underrepresentation	During 2018/19	Strategic Directors/Chief Officers	Actions identified for addressing any underrepresentation
'Effective governance' actions:				
6. Strengthen arrangements for scrutiny of the annual review/progress with the action plan	Annual review and progress update taken to Cabinet annually. To be discussed further with Members.	By June 2019	Chief Officer Health & Wellbeing	Transparency and accountability for equality
7. Review and rationalise equality information	Equality webpages reviewed, updated and simplified. Equality site set up on 'Connect' for employees. Review of	Initial work completed. Will be reviewed further as	Chief Officer Health & Wellbeing	Legal duties met. Information available to

published to meet the public sector equality duty	equality data collected (see 'knowing our communities' actions) will be linked with the duty to publish.	other actions completed, particularly equality data review.		employees and members of the public
8. Embed the equality impact assessment process fully in the budget process and the transformation programme across the council	Equality impact assessments (EIAs) undertaken of relevant budget proposals in medium term financial strategy. EIA guidance reviewed and updated during 2018.	Review of guidance completed	Chief Officer Health & Wellbeing/ Strategic Directors	Members have information required to make decisions in line with legal duties
9. Identify measures for the goals set out in the strategy so that overall progress can be assessed	A number of measures have been identified and baselines being established so that progress can be assessed.	Ongoing	Chief Officer Health & Wellbeing	Progress can be measured.
10. Include the identified directorate equality objectives and actions in chief officer plans for 2017/18 onwards and monitor progress	Workforce planning outcomes will feed into chief officer plans for 2019/20 (see 5 above)	April 2019	Chief Officers	Actions identified for addressing any underrepresentation
'Working with communities and partners' actions:				
11. Examine commissioning and procurement arrangements and update guidance, ensuring the	Social value policy developed. Social value training for staff has been held. Detailed equality and procurement guidance to be updated once strategic	During 2019/20	Chief Officer Commercial & Procurement	Social value outcomes achieved through contracts and working with partners

Public Services (Social Value) Act 2012 is embedded and used to promote equality	business partner for procurement appointed.			
12. Review key partnership arrangements to ensure that equality is at their heart and equality responsibilities are clear e.g. for carrying out equality impact assessments	Action in the work programme to begin in 2018/19. Black Country NHS/LA group established to address equality through the Sustainability and Transformation Partnership. Input into the West Midlands Combined Authority through the West Midlands Local Authority Equality Network.	Detailed work to commence in 2019.	Chief Officer Health & Wellbeing	Partnerships take responsibility for promoting equality.
13. Review and clarify the links between the work on community cohesion and work on equality e.g. to ensure the 'foster good relations' part of the public sector equality duty is fully addressed	Links between Community Cohesion Strategic Group and Corporate Equality and Diversity Leadership Group strengthened through joint membership and sharing of information e.g. through hate crime action plan and community tensions.	Links in place and ongoing sharing of information and policy development.	Chief Officer Health & Wellbeing /Chief Officer Housing	Coordinated approach to equality and community cohesion.
14. Deliver equality through the community council action plan by ensuring that, for example: <ul style="list-style-type: none"> ▪ a broad range of appropriate and inclusive engagement 	Community development workers continue to work with a wide range of communities and groups to make connections and generate mutual support. A community resilience transformation programme is being developed to	Ongoing During 2019	Chief Officer Health & Wellbeing	Community resilience transformation programme in place leading to more resilient communities in Dudley

<p>approaches are used, opportunities are widely communicated and people are supported to engage</p> <ul style="list-style-type: none"> diverse communities across the borough are involved in asset mapping in their local areas 	<p>build on and broaden the initial work undertaken through the community council action plan which will be reported through the Transformation Delivery Board. This includes a range of short and long term projects such as work to develop customer connect (online services) and developing new approaches to engaging with the voluntary and community sector</p> <p>Work has been delayed but will begin during 2019 on a new, one-council inclusive approach to engagement.</p>			
<p>'Knowing our communities' actions:</p>				
<p>15. Review what equality data is collected across key service areas to ensure appropriate data is available e.g. to inform EIAs</p>	<p>The review of equality data collection is in the work programme to be undertaken during 2018/19</p>	<p>Work to begin during 2018/19</p>	<p>Chief Officer Health & Wellbeing</p>	<p>Improved data</p>
<p>16. Improve intelligence held about equality and community assets in the borough and make it more widely available through use of the 'All About Dudley Borough' database</p>	<p>New All About Dudley website launched in August 2018 including wide range of equality and other data.</p> <p>Work is underway to bring the Dudley Community Information, Family Information Service and Local Offer directories into one online database</p>	<p>Completed</p> <p>To be completed by late 2019</p>	<p>Head of Integrated Commissioning, Performance and Partnership Hub/ Chief Officer Health & Wellbeing</p>	<p>Improved intelligence about our communities leading to better services and improved resilience</p>

	for advice, information and support to connect people to assets in the community.			
<p>17. Implement the working for Dudley plan 2016-19 to achieve the identified equality outcomes of:</p> <ul style="list-style-type: none"> ▪ a diverse workforce with a flexible and agile mindset, making every penny count, valuing each minute ▪ developing a supportive culture, with equality at its heart, appreciative of each other's differences and valuing diversity ▪ an organisation that understands and promotes equality and respect, embracing diversity 	<p>Working for Dudley plan reviewed and now incorporated into a new organisational development strategy.</p> <p>Detailed employment monitoring data included in the annual review, showing current position and trends.</p> <p>Outcome of review of equality in recruitment to be implemented.</p> <p>Council achieved accreditation as a healthy workplace under the Workplace Wellbeing Charter.</p> <p>2017 staff survey showed that 61% of staff agreed or strongly agreed that the Council shows commitment to equality and diversity, 77% that their manager treats them fairly. Analysis completed by protected characteristics. Actions agreed and implemented</p>	<p>During 2018/19 and ongoing</p> <p>Accreditation awarded in 2018</p> <p>Results from 2018 survey to be compared with 2017 ones. Actions to be identified by Corporate Board during 2019.</p>	<p>Chief Officer Transformation</p> <p>Chief Officer Transformation</p> <p>Chief Officer Transformation</p> <p>Chief Officer Health & Wellbeing</p> <p>Strategic Directors</p>	<p>Understanding of workforce. Effective and fair policies in place.</p> <p>Fair recruitment practices. People want to work for Dudley</p> <p>Healthy and well-motivated employees.</p> <p>Reduced sickness levels</p>

<p>18. Put in place new equality training provision, including integration of equality within management development programmes and other training of key importance to equality such as recruitment and selection</p>	<p>New online equality training for all employees designed in-house and launched in June 2018. Unconscious bias training sessions held for 60 managers in January 2019. Recruitment and selection training attended by 58 employees in last 12 months.</p>	<p>All employees to complete online training by June 2019</p>	<p>Chief Officer Transformation</p>	<p>Employees understand behaviours expected in the workplace</p>
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CEDLG - Corporate Equality and Diversity Leadership Group

Appendix 2(a). Dudley MBC workforce profile - 31 March 2018

Directorate	All staff	Sex						Race					Disability	
		Male	Male %	Males working PT	Female	Female %	Females working PT	White	White %	BME	BME % ¹	Not known	Disabled	Disabled %
People	1938	340	18%	19%	1598	82%	49%	1546	79.8%	291	15.8%	5.2%	118	6.1%
Place	2306	1167	51%	10%	1139	49%	65%	2044	88.6%	146	6.7%	5.0%	130	5.6%
Chief Executive's	708	215	30%	7%	493	70%	45%	604	85.3%	75	11.0%	4.1%	51	7.2%
Total	4952	1722	35%	11%	3230	65%	54%	4194	84.7%	512	10.9%	5.0%	299	6.0%

Notes:

Staffing figures exclude all casual or zero hours employees

PT – part-time (fewer than 37 hours a week for local authority terms and conditions)

¹BME % excludes not knowns

Appendix 2(b). Dudley MBC workforce profile – grade 14 and above (or equivalent) - 31 March 2018

Directorate	All staff	Sex						Race					Disability	
		Male	Male %	Males working PT	Female	Female %	Females working PT	White	White %	BME	BME % ¹	Not known	Disabled	Disabled %
People	60	18	30%	11%	42	70%	33%	51	85.0%	4	6.7% ²	2	2	2
Place	16	11	69%	0%	5	31%	29%	14	87.5%	2	2	2	4	25%
Chief Executive's	17	11	65%	0%	6	35%	0%	14	82.4%	2	2	2	2	2
Total	93	40	43%	5%	53	57%	28%	79	84.9%	8	8.6%	6	8	8.6%

Notes:

Staffing figures exclude all casual or zero hours employees

PT – part-time (fewer than 37 hours a week for local authority terms and conditions)

¹BME % excludes not knowns

²Numbers withheld for data protection reasons

Salary at bottom point of grade 14 on 31 March 2018 is £48,705 pro rata

Appendix 2(c). Dudley MBC workforce profile – grade 9 and above (or equivalent) - 31 March 2018

Directorate	All staff	Sex						Race					Disability	
		Male	Male %	Males working PT	Female	Female %	Females working PT	White	White %	BME	BME % ¹	Not known	Disabled	Disabled %
People	650	142	22%	11%	508	78%	36%	495	76.2%	115	18.9%	6.2%	38	5.8%
Place	427	337	79%	5%	90	21%	27%	387	90.6%	23	5.6%	4.0%	40	9.4%
Chief Executive's	207	83	40%	7%	124	60%	30%	181	87.4%	22	10.8%	1.9%	22	10.6%
Total	1284	562	44%	7%	722	56%	34%	1063	82.8%	160	13.1%	4.8%	100	7.8%

Notes:

Staffing figures exclude all casual or zero hours employees

PT – part-time (fewer than 37 hours a week for local authority terms and conditions)

¹BME % excludes not knowns

Salary at bottom point of grade 9 on 31 March 2018 is £29,854 pro rata

Appendix 2(d). Dudley MBC workforce profile grades 1 to 8 (or equivalent) - 31 March 2018

Directorate	All staff	Sex						Race					Disability	
		Male	Male %	Males working PT	Female	Female %	Females working PT	White	White %	BME	BME % ¹	Not known	Disabled	Disabled %
People	1288	198	15%	24%	1090	85%	56%	1051	81.6%	176	14.3%	4.7%	80	6.2%
Place	1879	830	44%	11%	1049	56%	68%	1657	88.2%	123	6.9%	5.3%	90	4.8%
Chief Executive's	501	132	26%	8%	369	74%	50%	423	84.4%	53	11.1%	5.0%	29	5.8%
Total	3668	1160	32%	13%	2508	68%	60%	3131	85.4%	352	10.1%	5.0%	199	5.4%

Notes:

Staffing figures exclude all casual or zero hours employees

PT – part-time (fewer than 37 hours a week for local authority terms and conditions)

¹BME % excludes not knowns

Salary at top point of grade 8 on 31 March 2018 is £29,033 pro rata

Appendix 2(e). Dudley MBC workforce profile by age - 31 March 2018

Directorate	16 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	Over 65
People	43	119	142	211	234	305	396	315	142	31
Place	64	108	187	191	222	348	524	188	211	63
Chief Executive's	27	43	60	103	90	126	129	88	34	8
Total	134	270	389	505	546	779	1049	791	387	102
Total %	2.7%	5.5%	7.9%	10.2%	11.0%	15.7%	21.2%	16.0%	7.8%	2.1%

Note: Staffing figures exclude all casual or zero hours employees

Appendix 2(f). Dudley MBC workforce profile by ethnic origin - 31 March 2018

Ethnic Group		People	Place	Chief Executive's	Total
White	British	1495	1970	597	4062
	Irish	4	9	0	13
	Gypsy or Irish Traveller	0	0	0	0
	Any other White background	47	65	7	119
Mixed/multiple ethnic groups	White and Black Caribbean	17	17	*	*
	White and Black African	0	0	*	*
	White and Asian	9	6	*	*
	Any other mixed/multiple ethnic background	4	4	0	8
Asian/Asian British	Indian	79	47	35	161
	Pakistani	40	17	14	71
	Bangladeshi	*	*	*	9
	Chinese	4	*	3	*
	Any Other Asian background	12	*	5	*
Black/African/Caribbean/Black British	African	15	6	0	21
	Caribbean	95	37	10	142
	Any other Black/African/Caribbean background	8	5	*	*
Other ethnic groups	Arab	0	0	0	0
	Any other ethnic group	5	0	0	5
Not known		101	116	29	246
Total		1938	2306	708	4952

Notes:

Staffing figures exclude all casual or zero hours employees

*Small numbers of employees (1-3) or totals - not published for data protection reasons

Appendix 3. Dudley MBC recruitment data: April 2017 – March 2018



