

# 2015/16

## EQUALITY AND INCLUSION REVIEW



**WEST MIDLANDS**  
COMBINED AUTHORITY

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## PURPOSE

The West Midlands Combined Authority (WMCA) is a new governance structure for the West Midlands whose members work collaboratively to improve transport, economic development, regeneration, skills, employment and housing and to deliver public sector reform. The WMCA also embodies the role and resources of the former West Midlands Integrated Transport Authority WMITA and Centro. This Equality and Inclusion Review serves to provide an update on equality, diversity and inclusion developments in 2015/16 and therefore relates to activities prior to the WMCA formation. It identifies key Centro achievements, strategies and action plans for greater equality, diversity, access and inclusion for 2015/16 (up till June 2016). It also outlines the positive outcomes these achievements have had on peoples lives in the region.

## INTRODUCTION

Our vision is for the West Midlands to be a global, internationally recognised, modern manufacturing economy and a place where everyone's life chances, health and well-being are improved. Public transport is central to this through creating urban environments which encourage walking and cycling with towns and cities made accessible through an attractive public transport network that meets peoples' demands and requirements.

Integral to our vision is the commitment to equality of opportunity and inclusion for all in service delivery and employment.

Equality and diversity are about creating a fairer society, where everyone can participate and have the opportunity to fulfill their potential. It is about treating people fairly and justly, whilst also recognising individual needs.

We feel it is of utmost importance that everyone has the opportunity to use public transport in the West Midlands. We also think it is fundamental that people are given equal opportunities so that they are able to achieve equal outcomes in the standard of service they receive, and as employees.



Equalities and inclusion are key integrated elements of our priorities and activities. They are also integral in meeting our key priorities and objectives which are critical for our success. We have a significant impact across the West Midlands as a service procurer and deliverer as well as setting standards as an employer. Over the years we have implemented different actions and policies, engaged in a range of activities and initiated projects and schemes to bring about improvements in the quality of life for people in the West Midlands.

This annual equality review document summarises how we have and how we are intending to carry on fulfilling this commitment. It is an integrated summary of the actions and impacts that we have made on equalities and inclusion issues over the past year.

## OUR ACHIEVEMENTS

The following paragraphs explain some of the achievements made in 2015/16. These include the following and are expanded and explained below:

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**FREE TRAVEL:** Free travel passes are provided to some 495,000 senior citizens of eligible age and 30,000 disabled people in the West Midlands. All permanent residents of the West Midlands who are of the age of entitlement and disabled people who meet the application criteria are entitled to a free pass. The pass entitles holders to free travel on bus, rail and Metro services in the West Midlands, but since 2008 it has also been extended to include free national bus travel. Children under 16 and 16-18 year old in full time education holding a disabled pass are entitled to a free travel concession before 9.30 Monday to Friday. This enhancement is loaded onto the child's concessionary card.

Reduced fare travel is also provided to young people under 16 years old and 16-18 year olds who are in full time education and reside within the West Midlands. Almost 35,000 photo cards were issued in 2015-16

Applications for concessionary passes are dealt with within 30 (disabled application) or 20 (Senior) working days of receipt, while replacements for lost cards are usually posted out on the day the request is received. The application form for the disabled pass is available in an easy read version and large print and application forms can also be provided in alternative formats upon request.

In order to assist in and speed up the process of assessing eligibility for the disabled concessionary pass, mobility clinics are held in 16 Summer Lane in Birmingham employing the services of an independent medical assessor.

Replacement requests for lost concessionary passes (Disabled and Senior) can be requested by phone or online.


The disability concessionary pass application form was revised and improved in 2015 in consultation with key disability organizations and is available in a range of formats.

**DEMAND RESPONSIVE SERVICES:** We provide grant funding for the provision of the Ring and Ride service, a fully accessible door-to-door transport service operating in the West Midlands for people who find it difficult or impossible to use conventional public transport. 852,044 trips were undertaken in 2015/16 by over 12,000 regular users and a grant of £7.5 million has been agreed for 2016/17. The service is operated by Ring and Ride West Midlands Ltd (RRWM).

Following approval by the former ITA, RRWM kept the single fare for adult registered users at £1.00, half fare for children. Evening trips now cost £2 single after 7pm and a limited Sunday service between 8:30am and 3:30pm at £2 single per adult, both were introduced from 12th April 2015.

From 30th March 2015, two dedicated Customer Service Centres opened to deal with all passenger bookings. The new centre in Birmingham deals with bookings in Birmingham, Solihull and Coventry with the Black Country Centre handling bookings in Dudley, Sandwell, Walsall and Wolverhampton.

All Ring and Ride vehicles are accessible and the interiors are designed in conjunction with Ring and Ride user groups.



Customer Satisfaction Surveys, designed to be comparable with the other modes of bus, rail and Metro are carried out annually. The 2015/16 survey results showed a 98% overall satisfaction rate amongst users. The surveys provide current feedback from users of the service and assist in future development of Ring and Ride.

**SAFETY AND SECURITY:** The Public transport network across the West Midlands continues to be one of the safest in the U.K. Based on Government Watchdog 'Transport Focus' group figures passenger perception has improved on the original targets set in the Local Transport Policing Plan (LTPP) set in 2010/11. Personal safety at bus stops is now at 77% compared to 61% in 2011. Passenger perception regarding safety on bus is now at 80% which again is an improvement on 69% in 2011. Passengers who have experienced anti-social behavior on their journey is now at 7% compared to 2011 when it was 18%. This brings us in line with the national average. A combination of intelligence led reassurance and visibility patrols will have made a contribution towards these figures.

Crime statistics are down in all combined areas of public transport which shows a 6% reduction year to date. Breaking that down both rail and bus total crime are down 6% year to date showing a reduction in most key areas. Crime on Metro saw an increase of 17.3% although the number of offences on this mode of transport are traditionally quite low. An increase of 18 reported incidents year to date attributed to that figure.

Pleasingly the level of criminal damage offending to buses and theft to the person has improved over the last year due to operations and targeting of locations from our policing team. Also the issue of sexual offending on public transport has continued to have been positively addressed under "Project Empower" as described below.

## **ACCREDITATIONS AND PLANS**

The West Midlands continues to boast the only tram network in the UK to achieve 'Secure Tram Stop award' at every stop with all park and ride sites meeting the Park Mark Standard. Working with London Midland all but 8 of the 60 rail stations in the West Midlands Metropolitan area have now met and achieved Secure Stations status.

We are working with West Midlands Police and the Crime Commissioner to refresh the Local Transport Policing plan for the region. This plan gives a clear focus and direction on further reducing crime and improving passenger perception.

Additionally we have recently received independent "Safer Bus station" awards for Coventry Pool Meadow and Cradley Heath stations. These are the first accreditations of their kind in the country and demonstrates our commitment to working with the police and other partners to reduce crime and create safe non-threatening environments. The intention is that in the fullness of time all bus stations will work towards this accreditation

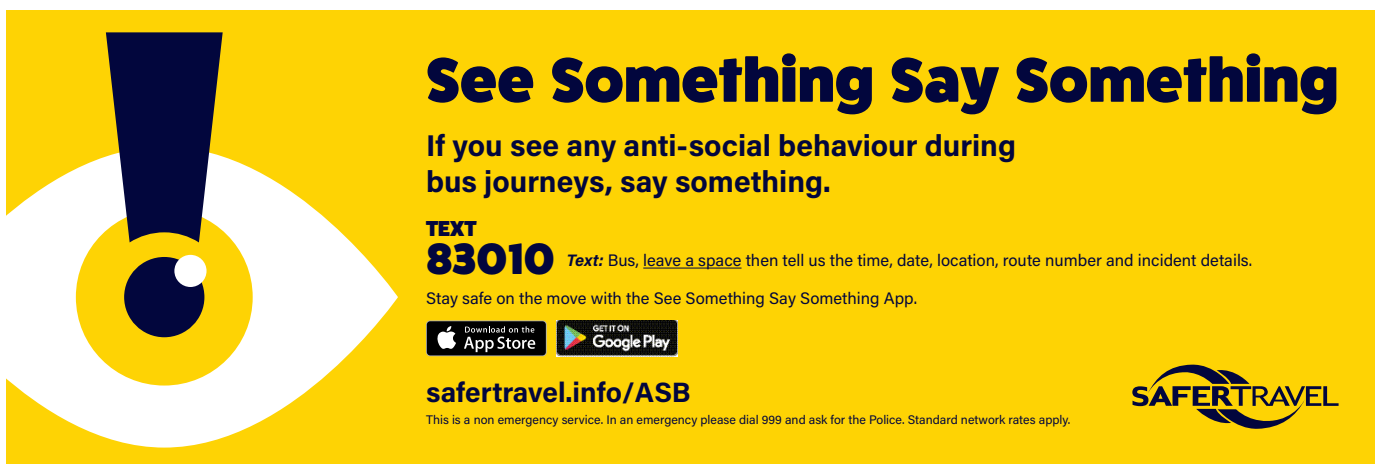
We also continue to work towards limited Police accredited powers for selected security staff working within bus and train stations. Such accreditation will ultimately enable us to be more proficient in tackling low level anti-social behaviour.

Centro has now become Transport for West Midlands (TfWM) a part of the new West Midlands Combined Authority. This will undoubtedly widen the scope of work undertaken by the Safer Travel team in terms of increased provision in areas such as CCTV monitoring, reassurance and patrol and potentially wider transport issues.

## SERVICES

The Safer Travel Police Team is a group of Police Constables and Police Community Support Officers from West Midlands Police and British Transport Police who work on the bus, rail and Metro network and associated corridors of the West Midlands, focusing on crime reduction and community safety. This 'cross mode' policing team is the only team of its type in the country bringing together two police forces, working together on a daily basis, to make transport safer. Special Constables have also been recruited by both forces which has subsequently increased the Police team's numbers. All operations and visibility patrols are coordinated by the Safer Travel Police Inspector, Sergeants and dedicated Intelligence team.

The partnership also has a dedicated Anti-Social Behaviour team dealing with reports of incidents from the public and operators, using a range of civil based interventions including warnings, acceptable behavior contracts and leading ultimately through to criminal behavior orders (CBOs) in a few instances to tackle inappropriate behavior on the transport network. The team receive reports from the public through the See Something Say Something campaign which provides bus passengers with an interactive website, text messaging service and mobile phone app through which they can anonymously report any incidents of anti-social behaviour they witness, like smoking, intimidation of passengers/drivers and overly rowdy behaviour. The team receive in excess of 200 reports every month.



A yellow banner for the 'See Something Say Something' campaign. On the left is a stylized eye icon with a large blue exclamation mark inside. The text on the right reads: 'See Something Say Something' in large bold letters, followed by 'If you see any anti-social behaviour during bus journeys, say something.' Below this, it says 'TEXT 83010' and provides instructions: 'Text: Bus, leave a space then tell us the time, date, location, route number and incident details.' It also mentions 'Stay safe on the move with the See Something Say Something App.' and includes 'Download on the App Store' and 'GET IT ON Google Play' logos. At the bottom, it says 'safertravel.info/ASB' and 'This is a non emergency service. In an emergency please dial 999 and ask for the Police. Standard network rates apply.' The Safer Travel logo is in the bottom right corner.

**See Something Say Something**

**If you see any anti-social behaviour during bus journeys, say something.**

**TEXT 83010** Text: Bus, leave a space then tell us the time, date, location, route number and incident details.

Stay safe on the move with the See Something Say Something App.

Download on the  App Store 

**safertravel.info/ASB**

This is a non emergency service. In an emergency please dial 999 and ask for the Police. Standard network rates apply.

**SAFERTRAVEL**

## CCTV

There continues to be a high level of CCTV coverage across the whole public transport network. Well over 1000 cameras monitor bus, rail and Metro stations and bus stops across the West Midlands, with further cameras onboard buses, trams and trains. The state of art Safer Travel Command Centre provides monitoring of the digitally recorded images, on HD monitors, 24 hours a day.

As of December 2015 a new service has been deployed where CCTV operatives can access cameras on services in real time. This enables the team to use mobile devices or tablets to monitor directly any instances that occur on the network and can respond accordingly.

## **ONGOING WORK AND INITIATIVES**

### **PROJECT EMPOWER**

This is an initiative to tackle unwanted sexual behaviour on public transport. Evidence has shown that one in ten passengers have experienced unwanted sexual behaviour on the public transport network and 95% of victims do not report their experience to the police.

The project was set up to tackle this under reporting and was officially launched to the public in February 2015 with a region wide marketing campaign. The campaign was the work of all key transport stakeholders and victims charities. Since the launch there has been an improvement in levels of reports of sexual offences on the network - providing police with the ability to tackle offenders. A small team was initially set up to work across the West Midlands and this was successful in linking similar offences and catching offenders

### **RESTORATIVE JUSTICE SCHEME**

After a highly successful pilot for young people offending on the network in Birmingham the project has now been extended pan West Midlands. Utilising funding from the Office of the Police and Crime Commissioner the ASB team have been able to improve on the foundations that were put in place and continue the good work of the scheme.

The scheme is aimed at young people aged 10-17 who live in the West Midlands. These young people have been involved in low level crime or ASB on or around public transport and would be eligible for a pre-court disposal e.g. a conditional caution, community resolution etc. The first session is a victim awareness session addressing their behavior and discussing that their actions have consequences. This is then followed by 2-3 physical reparation sessions where the young people will actually clean parked buses or bus stations.

Victim, passenger and staff feedback has been extremely positive as has the response from the young people themselves. Reoffending rates are significantly lower and importantly none have gone on to reoffend on public transport. This shows we are working with the right individuals and addressing their behaviour at the right stage.

**TRANSFORMING BUS TRAVEL:** We continue to work in partnership with bus operators to improve the quality of all aspects of bus travel and to make travel easier for disabled people. Features such as low floor buses, accessible well lit passenger shelters, easy access kerbing, improved passenger information and audio and visual Real Time Information are helping to make bus travel more attractive for everybody with drivers trained in customer care and disability awareness. Over 200 buses operating in the region now have on-board next stop announcements to assist blind and partially sighted passengers, with 100 more planned to be delivered during 2016 through the ground-breaking Bus Alliance agreement.

**METRO:** Metro is fully accessible with every tram designed to enable easy access. All new trams have improved access arrangements by the use of four double and two single doors each side of the tram. There is level access between the tram and the platform edge. Trams have bright colour contrasting doors and handrails, automatic opening and closing doors, priority seats for disabled people and two easily accessible spaces for wheelchair users. Trams are also equipped with "next stop" visual information screens and audio announcements, emergency intercom and Customer Service Representatives on board. All 26 stops across the Metro route have also been designed to be fully accessible, with level, ramped or lift access to all platforms. Real Time Information and audio announcements are provided at shelters, emergency intercom which includes Braille for the visually impaired at the end of shelters, seating in shelters and tactile paving along platform edges, stairs and crossing points.

All tram stops have been accredited with Safer Tram Stop status in recognition of the safe travelling environment for passengers and was the first tram system within the UK to have all stops accredited.

**REAL TIME INFORMATION:** Real Time Information displays continue to be maintained across key transport corridors, particularly in support of our committed delivery to Local Sustainable Transport (LSTF) secured funding. This is in addition to on-going delivery of information systems at main transport interchanges (such as Stourbridge, Wolverhampton, Cradley Heath, West Bromwich and Wednesbury bus stations), hospitals, schools and other key regional trip attractions.

The electronic information displays provide details of the next buses to call at the stop or interchange including the service number, destination and, for all National Express West Midlands journeys, the actual time when the bus will arrive. For people with visual impairments we provide a key fob device used to activate an audio message providing the same information as displayed on the Real Time Information screens. We continue to work with suppliers to improve the service offered by the screens and the key fobs.

Across Birmingham City Centre Interchange (BCCI) 62 bus stop totems are currently installed with RNIB React 3 capabilities. These totems incorporate both LED and static media panels with a new font designed for improved legibility across both print and digital media.

We are also in continuing partnership with bus operators, primarily National Express West Midlands who support on-board electronic display equipment on some routes. These displays provide corresponding audio messages.

**TRAVEL TRAINING MANUAL:** Many individuals, including school children, children with special educational needs, older people and individuals with learning, mobility, sensory or mental health difficulties may require support, mentoring or training in order to safely use public transport.

The popular travel training guide is aimed at groups wishing to set up a travel training programme. The guide includes resources for teachers, support workers, carers and travel trainers or other people that have an interest in improving a person's independence.

The manual was highly commended for innovation at the 2008 UK Bus Awards. It has helped schools and organisations across the West Midlands to set up travel training schemes.

**MY JOURNEY GUIDE:** 'My Journey' pocket size planner has been developed to support travel training. The resource takes individuals through the process of making a journey. This includes locating the correct bus stop, identifying which train to use and keeping safe. The resource also has an emergency contact card and journey record card to assist users with their journey.

**TRAVEL INFORMATION:** Travel information is now provided in a range of ways to ensure that it is accessible to a wider range of people, including people with disabilities. Information is provided through:

- The Network West Midlands website includes a journey planner to help plan any rail, bus or Metro journey. The website also includes interactive travel maps with all public transport options in a specific area. We make every effort to work towards meeting web accessibility standards. It includes ReadSpeaker so you can 'listen' to the website in audio form. This is particularly useful for people who cannot read or have a visual impairment. All content images include descriptive attributes, while font sizes can be changed by selecting the preferred text size link in the top right hand corner of all web pages.
- We have an 'on the move' Mobile application that will allow you to locate any bus, train or Metro near you and provide the next departures for that stop. These are free from either the Android Market Place or iTunes store dependent on your smartphone, and the App is also available on BlackBerry devices. Search for Network West Midlands.
- The NetNav Mobile App is available for Android, iPhone and iPad. It allows you to plan your journey and change your plans en route, view your next departures, obtain scheduled times for bus, train and Metro, monitor your journey and keep a list of your favourite journeys. Search 'NetNav' in your App store.
- We work with bus operators to enable bus vehicles to be tracked as to their current location. This enables more passengers to access Real Time Information for stops without screens and allows them to make smarter choices about their travel before starting their trip. Over time the applications will show more and more real time data.



- SMS TextTime provides live bus timetable updates about local bus services and tells you when the next buses will arrive at a specific stop.
- For people with WAP-enabled mobiles, PDAs, BlackBerry or internet access, there is a the MobiTime service to find out the time of the next bus, with a map available to show where the bus stop is located
- You can also visit NWM Travel Information Centres which are fully accessible and equipped with induction loop facilities. These are at Birmingham New Street rail station and Wolverhampton Bus Station.
- Information on service changes or disruption is provided on social media via Twitter – follow us @networkwm. We are also on Facebook as Network West Midlands.

**NETWORK WEST MIDLANDS (NWM):** NWM is the name that links all public transport in the West Midlands and is aimed at encouraging public transport usage around the West Midlands. This includes promoting services which cater for disabled people and parents with buggies and prams.

**NEW STREET STATION AND CHANGING PLACES FACILITY:** Birmingham New Street station was transformed into a major transport and shopping hub. The new station has improved accessibility with lifts and escalators to every platform, accessible toilets, baby changing facilities and a new Changing Places toilet for people who cannot use standard accessible toilets. The new facility meets best practice accessibility standards and provides sanitary accommodation for people with multiple and complex disabilities.

**ACCESSIBLE COMMUNICATIONS POLICY:** We have got an accessible Communications Policy which helps ensure that public documents, passenger information and publicity material is made available in a range of formats to suit the specific needs of customers. Alternative formats may include written language translations, the Language Line telephone service, large print, audio tape, CD or DVD, Braille or PDF. Even though some of the documents are provided in alternative formats from the outset, others are provided in alternative formats upon request.

**SUSTAINABLE TRAVEL:** Our Sustainable Travel Team help local residents, businesses and education establishments to make smarter travel choices to access jobs, education, leisure opportunities and local services.

## SUPPORTING EMPLOYMENT

### WORKWISE

The award winning WorkWise service helps unemployed people return to work by providing free journey planning, travel to interviews and travel to a new job, enabling them to find, start and stay in work.

Up to April 2016, WorkWise had supported over 35,000 unemployed people to travel to a new job, with 8,600 people supported in 2015/16 alone..

WorkWise also offers travel training to advisers in job centres and training providers. A range of WorkWise travel training tools and resources are available, focusing on empowering advisers to help their clients plan their journeys to interviews and new jobs (whether by public transport, on foot, by bike or by car-sharing) and to advise them on the best value tickets to buy for commuting journeys.

In 2015, the WorkWise team piloted a Travel Training curriculum resource to support trainers working with the unemployed to improve ICT, literacy and numeracy skills via the use of online journey planning, timetables and ticketing lesson plans. Feedback on this resource has been very positive, and it will be rolled out to other providers during 2016/17.

In tandem with JobCentre Plus's move to offering a digital service, in April 2016 WorkWise introduced their online service, enabling individuals, JobCentres and employment providers to access WorkWise support via the Network West Midlands website.

Research demonstrates that over 70% of WorkWise customers are still in employment six months after receiving WorkWise support and over nine out of ten are still using sustainable travel for commuting journeys. In February 2016, WorkWise was presented with a special recognition award by the Dept for Works and Pensions (DWP) for Discovering Potential at the Best Companies Awards.

## YOUTH EMPLOYMENT INITIATIVE (YEI)

The Youth Employment Initiative is a new project funded through the European Social Fund. We have currently secured over £1m through Birmingham and Solihull Youth Promise Plus YEI project to support the travel needs of 15-29 year old NEETs (Not in Education, Employment or Training). We are currently developing a ticketing offer so that we can support these young people to access interviews, training opportunities and once in employment, support their initial journeys to work.

In addition we are offering an advice and guidance service to provide practical journey planning advice, support and confidence in using sustainable travel. This will be delivered through group and one to one sessions, as well as a train-the-trainer service for the YEI providers who are working directly with the young people.

We are currently exploring opportunities for providing travel support to YEI participants in Coventry and the Black Country.

## SUPPORTING YOUNG PEOPLE

We want to ensure young people can access education and skills opportunities – and help to secure a future generation of sustainable transport users

Youth Forum

In 2013, we launched the Youth Forum to give young people a voice about transport. The Forum now has over 30 members who are engaged via face-to-face and virtual meetings, social media and email. In 2015, the Forum acted as a focus group for new travel promotional campaigns (e.g. the 16 to 18 card marketing campaign), and gave valuable feedback on our new Customer Relations telephone system before it went live. They also carried out a series of mystery shopper activities on the public transport network. During 15/16 the Youth Forum visited West Bromwich Bus Station and enjoyed a led walk around the future Metro Birmingham City Centre route options. They also focused on Safer Travel on buses and attended the Your Public Transport Matters events to spread the message to other young people.

## LETZGOGREEN

A key element of our Young Person's Delivery Plan is the award winning [letzgogreen.org](http://letzgogreen.org) website. This fun and informative website is designed to teach Key Stage 1 and Key Stage 2 primary school children how to travel sustainably and safely.

We also offer Letzgogreen workshops to primary schools across the West Midlands to support the transition to secondary schools and encourage children to travel sustainably to their new school. Year 6 pupils learn about journey planning, sustainable travel and key skills including staying safe, reading timetables and buying tickets. In 2015/16, we delivered over 110 transition workshop to schools, supporting over 3,100 pupils across the region.

## SPECIAL EDUCATION NEED SCHOOLS

In addition to Letzgogreen, we offer free resources, help and support for travel training sessions and a free Travel Training manual for Special Educational Need (SEN) establishments. The following resources are available on loan:

- Crossing patrol set
- Bus stop signs
- Reflective tabards for use in role play or travel training
- School Bus Playhouse - for younger children.

## FUTURE TRAVEL

We continue to provide our [futuretravel.org.uk](http://futuretravel.org.uk) website for Key Stage 3 children with games, curriculum resources and information about sustainable travel tailored specifically for young people aged 11-14 years. This engaging resource has been developed to provide teachers with ready to use material to support lessons in KS3 Geography, Science and Citizenship.

Smart Network, Smarter Choices Education support Through the SNSC programme, in 2015/16 we worked in partnership with local authorities to support 60 secondary schools, colleges and universities. This included supporting the establishments with free site audits, staff and student travel surveys, writing and updating their Travel Plan, Smart Event boxes and offering free walking and cycling activities (including the very popular Big Bike Challenge) to encourage more active travel to their sites.

The team also delivered face to face engagement with young people at Fresher's Fairs, open days, journey planning sessions, and curriculum based

workshops such as Careers Crossroads workshops, directly engaging with over 13,400 students during 2015/16.

Birmingham and Solihull schools also benefitted from the innovative Frame Academy, GCSE PE Mountain Bike programme and Duke of Edinburgh expedition pilots, delivering by our local authority partners. Our Travel Academy programme was also a success, and saw students run their own sustainable travel marketing campaigns within their schools.

#### NETWORK CLASS PASS

In 2013, following feedback from local schools, we launched the n-network class pass, which enables six teachers and 30 students to travel all day on the bus, train and tram services in the West Midlands for just £61.50 (also available for smaller groups of ten students and two adults).

The Class Pass can save more than £100 on the cost of buying each teacher and student their own network day ticket and can be cheaper than hiring a coach. It's already proving popular with local schools - in 2015/16, 60 schools & colleges and over 1,600 students and teachers have used the Class Pass ticket for trips to the Think Tank, the Safeside Centre, Coventry Transport Museum, on festive German Market visits, theatre trips and other great places in the West Midlands.

Some primary schools have used the tickets to give their pupils the experience of travelling on public transport for the first time, which is a great way to support the Key Stage 1 curriculum topic of transport.

As part of the cost of the ticket, our Education Team also provide free personalised journey planning to help schools plan their trip with the minimum of fuss, and also contact rail, bus and tram operators in advance - so the Class group will be expected on the day.

## LOCAL COMMUNITIES

We continue to engage with local residents and community groups. From 2012 to 2015, the Smart Network, Smarter Choices (SNSC) Personalised Travel Planning (PTP) projects helped over 20,000 residents make the most of their local walking, cycling and public transport routes and services for trips to work, school or their local high streets. Support included:

- Tailored journey planning
- Local walking and cycling maps
- Community guides promoting local shops and services
- Incentives to try sustainable travel, including bus 'taster' tickets
- Free cycle training and walking activities
- Additional support on car-sharing, cycle training and eco-driving.

This support was provided to residents living along the SNSC corridors A4123/A459 Black Country West corridor, the A34 Walsall Road, the A41 South Warwick Road, the A45 Coventry Road, the No 4 Bus Route in the Black Country and the Coventry North corridor. During 2015/16, legacy work in these areas continued, with over 45 community groups engaged and supported with bespoke travel advice for their sites and local residents.

**ACCESSIBILITY PRODUCTS:** Our assistance cards are aimed to help people when using public transport. They are designed as small cards which you can tear off and place into your bus ticket and/or concessionary pass holder. The cards were revised in 2015 in conjunction with key local disability groups.

**TICKETS PLEASE PADS** is a note pad aimed at helping people with communication and speech difficulties buy tickets on buses or for train journeys. The pad contains 50 tear-off slips, each of which states that the bearer may have a speech or hearing impairment. The user completes the slip with the required ticket information and hands it to the person selling the ticket. The pad can also be used to request travel information.

People who are blind or partially sighted can sometimes have problems distinguishing an approaching bus from a van or a car. To help, a Bus Hailer has been designed that enables the user to show the bus service number that they want to catch whilst at the stop. The bus driver can spot the Bus Hailer from a distance and it informs him that the person is waiting to catch the bus.

THE GETTING AROUND ACCESS GUIDE is a guide to accessible public transport in the Network West Midlands area aimed at making people's journey easier. It is especially helpful for people with disabilities, since it contains useful information on accessibility in train and bus stations. It also raises awareness of ways to acquire relevant travel information and services such as Ring and Ride. Comments received from community engagement is fed into the annual update of the guide.

#### COMMUNICATION POCKET GUIDE:

The Communication Pocket Guide is a new, laminated resource which includes key messages to assist people with different disabilities when using public transport.

Examples of messages include:

- Please be patient. I have autism
- Hello, please can you help me?
- Where do I catch the bus to.....?  
Stop location.....
- What time will bus No.... arrive?
- Where do I catch the bus to ...
- Please tell me when we get to...

It could be especially useful for people with hearing difficulties, people with autism, people with learning difficulties or people with speech difficulties

Messages can be written and wiped clean to aid communication with the driver or other passengers.

The messages included within the pocket guide have been put together following consultation with the end users themselves and address key communication blockages for people with disabilities.

The pocket guide has been very well received by a number of stakeholders, including disabled people, councils, special needs schools and disability organisations in the West Midlands Metropolitan area. Over 2000 guides have been distributed over the past few months and the requests for additional copies are ongoing.

LANGUAGE LINE: The Language Line Interpreting Service is being used to ensure that people whose first language is not English are still able to access our services and are not socially excluded. Customers using Travel Centres, reception, ticket offices or bus stations are able to use Language Line for assistance with timetables, public transport routes and ticket sales. Moreover, Language Line is used for mobility clinics/assessments.



Language Line  
services

COMMUNITY ENGAGEMENT: Finding and removing the barriers people face when trying to access public transport such as buses, trains, Metro, Ring and Ride as well as employment is crucial. We are committed to engaging with, consulting and involving people from marginalised groups in the development of our priorities, policies and practices and have developed a comprehensive community engagement approach to ensure that people's voices are heard and fed back to the organisation. A range of groups across all protected characteristics have been consulted and any feedback received is consistently fed back to relevant managers. Outcomes of the community engagement process are also used to inform our Equality Impact Assessment process and future action planning to ensure that our policies, actions and strategies reflect people's aspirations and needs.

The Communications Team and the Equalities Team work together to ensure that any consultation is as inclusive as possible.

Our 2015-17 Equality Scheme has undergone consultation with a range of community groups in the West Midlands Metropolitan Area. All relevant documents have been produced in a range of formats, including Easy Read, Audio CD, Braille and Large Print.



**EQUALITY IMPACT ASSESSMENTS:** Equality Impact Assessments (EIAs) can help us ensure that no groups are disadvantaged on equality grounds. They also indicate what we can do to promote equality of opportunity for the different strands. Our approach to EIAs involves an initial screening which helps decide if a full impact assessment is needed. If the initial screening demonstrates that there is potential for an equality impact, then a full EIA is conducted. The full EIA involves:

- Analysing available data and research to determine any equality relevance/impact
- Consulting relevant groups/individuals
- Assessing the potential impact
- Considering measures to mitigate the negative impact and arriving at a decision on the way forward
- Devising a comprehensive action plan
- Arranging future monitoring of the impact and review
- Publishing the results of the impact assessment

The assessments assess impact in relation to race, disability, gender, age, religion/belief and sexual orientation. The information gathered as part of these impact assessments informs equality action plans and is fed into future business planning and priorities. Equalities are built in as key criteria in the Gateway Process, thus enabling projects and schemes to go through the EIA process. Equality implications are consequently recognized at the outset and we can therefore look at ways to mitigate any equality risks.

**EQUALITY TRAINING:** Ensuring that all employees are conversant with equalities is of utmost importance and equality training forms an integral part of training and development. The following have been developed and delivered:

- Equality Packs have been distributed to all staff members raising awareness of key equality issues
- Mandatory e-learning training was introduced in 2015 and was completed by all staff members raising equality awareness across the organization. All new starters are also required to complete the e-learning at induction level.
- Face to face customer facing training is delivered on a regular basis.

- Regular themed events are organized on a regular basis, raising awareness of issues such as mental health and celebrating diversity. A neurodiversity campaign was delivered in 2015/16 focusing on conditions such as dyslexia, dyspraxia and Asperger's Syndrome.

**CORPORATE SOCIAL RESPONSIBILITY (CSR):** Our CSR Strategy demonstrates our commitment to economic regeneration and growth, environmental responsibility and sustainable development. The strategy is also intended to provide further organisational clarity to our staff in order to improve levels of engagement. A CSR working group was formed in 2015/16 and a number of initiatives are in place to improve awareness of ongoing CSR activities, further enthuse employees and communicate the importance of the CSR agenda. CSR initiatives include the development of an internal site, the recruitment of CSR champions and the development of a new CSR awareness video. We are currently exploring options for a WMCA employer supported volunteering scheme to be launched in early 2017.

**OUR WORKFORCE:** We are committed to equality and valuing diversity within its workforce. Our goal is to ensure that these commitments, reinforced by our values, are embedded in our day-to-day working practices with all our employees.

We will demonstrate our commitment by:

- promoting equality of opportunity and diversity within our workforce
- aiming to build a workforce which reflects our customer base, within the diverse communities in which we work, with the aim of having parity of representation across the workforce
- treating our employees fairly and with respect
- promoting an environment free from discrimination, bullying and harassment, and tackling behaviour which breaches this
- recognising and valuing the differences and individual contribution that people make
- providing support and encouragement to staff to develop their careers and increase their contributions to the organisation through the enhancement of their skills and abilities
- building in legislative requirements and best practice to all our employee policies and procedures, and supporting these with appropriate training and guidance



We will measure and report on the effectiveness of our employee policies and processes, in relation to these principles and this information will be used to inform future policy and to enhance business processes.

In support of our commitment to inclusion, equality and diversity, the following initiatives are in place:

- Our People and Change strategy has been reviewed and refreshed in line with our changing priorities and sets out the principles and rationale for our chosen approach to address key people issues and the opportunities that we have identified for making further continuous improvement to the way we work. Within the strategy we have identified 3 key strategic aims to deliver our People & Change vision and purpose by positively impacting upon organisational performance and development. The three aims are Organisational Engagement, Organisational Capability, Efficiency & Effectiveness. Equalities forms a key element of the strategy.
- For each of the strategic aims, we agree deliverables on an annual basis which are reported via the Annual Business Plan monitoring tool. Updates on performance against these deliverables and Key Performance Indicators are reported on a monthly basis to the Executive via the Director or Business Support and associated Management Board. Progress will also continue to be benchmarked externally against our performance in Investors in People, Committed to Equalities (C2E) and Best Companies accreditations.
- We are proud that we have been accredited as an Investors in People Gold standard organization and 42nd in The Sunday Times Top 100 Best Not for Profit Companies to Work For in the UK 2016. In the latest Best Companies survey we were delighted to have retained our 1 star engagement accreditation and to be listed within 'The Sunday Times Top 100 for the 4th year running. We consider this to be a remarkable achievement set against the backdrop of a further year of unprecedented change, which required new ways of working. -This year we were able to share the Best Companies survey results with the organisation earlier in the year than usual, with a presentation given to senior managers in January. Since then work has been ongoing within teams across the organisation to ensure that results have been cascaded and appropriate actions identified and agreed - which will further improve us as a place to work.
- We have retained our Gold Standard Committed to Equalities (C2E) accreditation with an improved score of 97%. The accreditation is more than just a validation; it represents a desire to uphold the standard by continuing to improve the way we deliver services and our employment practices. The re-accreditation does not signify the end of a process, but the continuation of further positive change for our employees and customers.
- This year we worked in partnership again with National Express, Virgin Trains and London Midland to deliver the sixth Prince's Trust "Get into Transport" programme. This initiative provides an exciting and varied opportunity for disadvantaged youngsters to gain some insight and experience into working within the transport sector. For the first time the programme was extended from 4 to 5 weeks allowing for four complete weeks of work experience rotations one week with each of the partners and a week of essential skills training aimed at interview practice, effective communications and delivering presentations. Of the sixteen young people who took part in the programme, eight were awarded two-year apprenticeships with either Centro, National Express, London Midland or Virgin trains.
- Health & Wellbeing continues to form an integral part of the 2014-17 People and Change Strategy. Whilst our current sickness absence levels are equal to those reported in the private sector (5.5 days per employee), we are in excess of our target of 5 days. As such we are working to identify appropriate and innovative solutions to support the health and wellbeing of our employees and in doing so further reduce sickness absence levels.
- April 2015 saw the reintroduction of 'Munchy Mondays', with fresh fruit being made available to all staff once a month. This was in response to feedback from across the organisation; and to date has been well received. In April 2016 we held our 4th annual Health and Wellbeing Day which saw an impressive take up of activities, participation and engagement from employees across the organisation. Such initiatives demonstrate the organisation's commitment and focus on health and wellbeing more holistically. We have also introduced monthly Yoga sessions which have been positively received and have run a number of successful health and well-being campaigns.

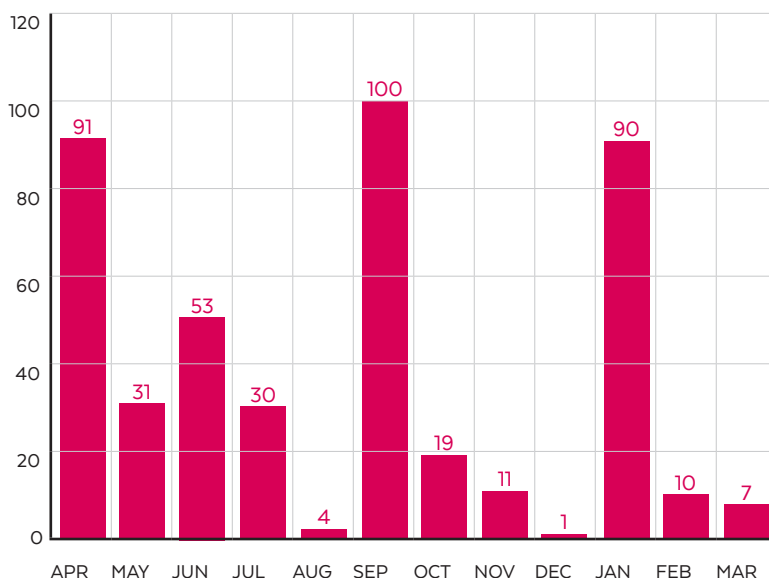
- In response to feedback from managers and employees across the organisation further guidance has been provided to supplement the Flexible Working Hours Scheme to ensure a fair, transparent and consistent approach is adopted. In addition, guidance has been included on occasional working from home, which is another way of supporting flexible working within the workplace.
- We are an advocate of flexible working arrangements as demonstrated by the Flexible Working Hours Scheme which seeks, as far as is practicable, to balance the needs of the individual with the needs of the organisation and wellbeing of the wider team. Following consultation in 2012, the scheme was revised with time off in lieu (TOIL) replacing 'flexi leave' as it was understood that this better represented what the scheme set out to achieve i.e. to manage workload flexibly to meet the needs of the business and individual circumstances rather than an entitlement to additional leave at the individual's request.
- As part of our aim to embed a performance culture, we have developed a Corporate Dashboard in the last couple of years with Key Performance Indicators linked to our Annual Business Plan. This has been a key element of our engagement strategy to date. We also understand that the timely and accurate reporting of key corporate people indicators is integral to an organisation's success and as such further development and refinement of our current indicators will form part of our planned activity over the next period. To date, our focus has been on a small number of key indicators which includes sickness absence, however a suite of indicators needs to be developed to ensure all aspects of people management are represented. This broader scope together with an increased transparency should help inform key strategic decisions, not only within the function but across the organisation as a whole.
- Work is ongoing to ensure that our HR policies and procedures are up-to-date, fit for purpose, in line with employment legislation and clearly communicated and understood across the organisation. Recent legislative changes which have been incorporated into our suite of policies include the changes to the right to request flexible working and the new shared parental leave arrangements.
- In April 2016 we introduced a new Retirement Guidance document which offers clear suggestions on a broad range of retirement related subjects, such as pensions, tax and money management, investment, starting your business, paid and voluntary work, mental and physical health, all the way to the legalities of wills and coping with grief.
- Our Job Evaluation Scheme continues to provide an objective method of evaluating the grade of posts on a consistent and fair basis. We are an equal opportunities employer and, as such, are committed to the principle of equal pay in employment. We believe that our female and male employees should receive equal pay for like work, work rated as equivalent or work of equal value, and in order to achieve this we endeavour to maintain a pay system that is transparent, based on objective criteria and free from bias. To this end, we use a bespoke Job Evaluation Scheme which provides a method of evaluating the grade of posts within the organisation on a consistent and fair basis. The Job Evaluation Scheme was developed in conjunction with the recognised Trade Union. Senior roles outside the scope of the organisation's job evaluation scheme are evaluated via an external process using Hay methodology.

#### OUR POLICY ON EQUAL PAY IS TO:

- on an ongoing basis, monitor all its pay practices, including those for workers in non-standard employment and those absent on maternity leave
- provide information to workers on our pay practices
- ensure that workers are informed about how their own pay is calculated
- provide suitable training and guidance for those members of staff involved in decisions relating to pay and benefits
- consult with workers, their representatives or trade unions on our equal pay policy where appropriate

**PERFORMANCE AND DEVELOPMENT:** In March the 2015-16 L&D activity summary was published. The report detailed 447 formal training days were reported during the period with a distribution profile that reflected the proportions of the directorate teams.

A number of various soft skills training programmes such as Management Development, leadership development, presentation skills and many more were delivered which focused on skills and application – it is expected that these will continue to be a focus in the forthcoming period.



The core focus for the P&D team for 2015/16 was working with Teams to develop strategic/delivery plans beyond the 12 monthly cycle of the Business Planning process. Through facilitated workshops teams established Visions, Purpose and Aims in order to assist managers and team leaders in defining and shaping the direction of the team/function. This work complemented the Best Companies Survey results and action planning exercises that were delivered to develop, improve and maintain team engagement levels.

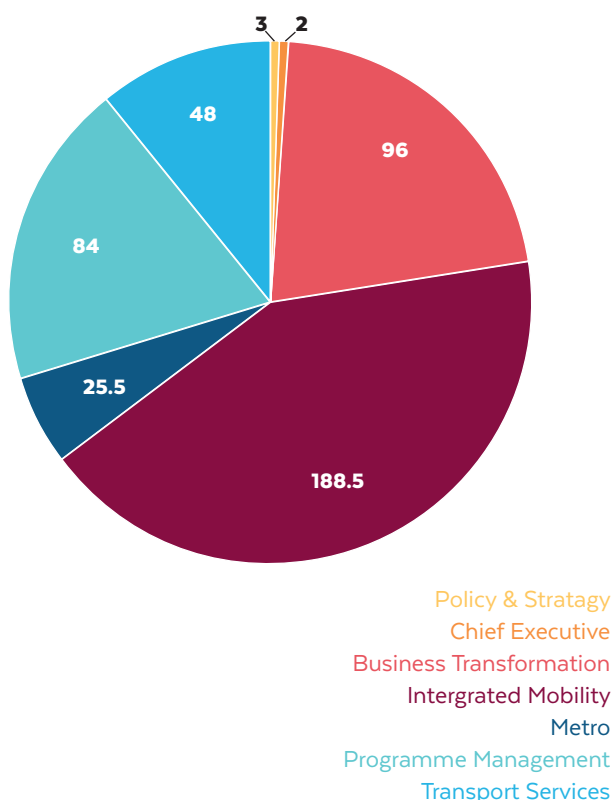
The 2016/17 period will continue to focus on developing core skills and capabilities through team development and a range of soft skills courses with a corporate development plan that includes Leadership and Management Development, Engagement and the establishment of a “Performance and Outcome” culture.





Procurement: Our procurement process involves the following:

- Asking contractors a range of equality related questions at the pre-qualification stage about their policies and practices, the answers of which will be taken into account in the selection process
- Including equality criteria when contract compliance indicators are drafted
- Ensuring that the contractor is aware that they are responsible for meeting the Equality Act duties in their employment and delivery of services



## EMPLOYMENT AND RECRUITMENT STATISTICS

In line with legislative requirements, we analyse our workforce and recruitment activity to identify any issues and where positive action could be taken. In line with our inclusive approach to equalities, the analysis considers race, disability, gender and age. We also collate workforce data regarding sexual orientation and religion/belief. Approximately 60% of our employees have declared their religion/belief and 40% of our employees have declared their sexual orientation. A revised online recruitment method is also been launched which includes monitoring questions on these two protected characteristics.

The figures presented in this review relate to 2015/16 and 2014/15 (March establishment). Recruitment figures cover the period April 2015-March 2016 and are compared to the April 2014 to March 2015 figures.

Senior levels are defined as salaries over £32,000 p.a. for the purposes of this analysis (Level 4 is £32,000 - £43,000 and Level 5 is any salary over £43,000, including director level salaries).

### SUMMARY

The analysis shows that there is a broadly representative workforce. Similarly, the recruitment process attracts a broadly representative range of applicants that is reflected in shortlists. Some key points are summarised below:

- Our workforce is broadly representative of the community it serves (March 2016 figures). 46% of our employees are female. In 2015/16 there has been a significant increase in the percentage of women represented at the highest Salary Level, with 43.5% of women paid over £43,000 being women.
- There has been a slight increase in the overall representation of ethnic minority employees in the organisation (23.8% in 2015/16 compared to 22.2% in 2014/15) which is higher than the national average of 19.5% and lower than the regional average of 34%). The representation of disabled people is broadly similar to 2014/15, at 6.1%.
- Overall, women were successful in securing jobs in 2015/16 with similar numbers of successful appointments compared to the numbers of women applicants, at 45%.
- The percentage of women applicants at Salary Level 5 (>43k) is much lower at 14.3% though there is no disparity at appointment level.
- We received a high volume of applications from ethnic minority applicants. However, minority ethnic applicants were less likely to be successful in securing positions across most salary levels.
- We had very low numbers of grievance and disciplinary cases (3 grievances and 2 disciplinaries) on par with 2014/15.
- The turnover rate in 2015/16 (10.8%) was lower than the turnover rate in 2014/15.
- Leaver and promotion data generally do not reveal any inconsistencies/potential causes for concern for any of the protected characteristics.

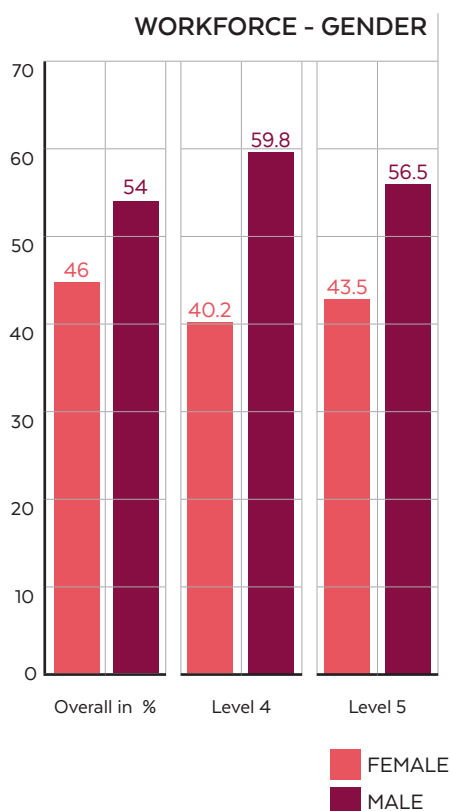
## WORKFORCE PROFILE

### GENDER

46% (166) of our workforce are women (March 16 figures). This compares to 46.7% (168) in 14/15. The representation of women at senior (Level 4) positions is slightly lower, with 40.2% (47) of employees paid between £32,000 and £43,000 p.a. being women. This compares to 42.5% (45) in 2014/15. Representation of women at Level 5 positions has increased, with 43.5% (27) of employees paid over £43,000 p.a. being women. This compares to 35.6% (23) in 2014/15.

GRAPH 1: WORKFORCE PROFILE - GENDER

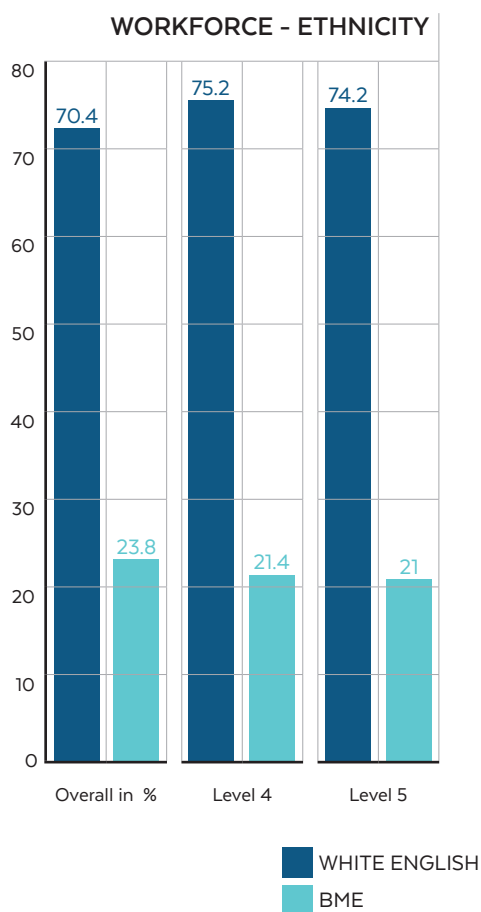
Even though senior level female representation has increased, it should be noted that female representation is lower higher up the scale. Of the 21 people earning over 55k 8 are women (38%), though the figure rises for salaries over 70k. Representation of women at that level is 43%.



### ETHNICITY

23.8% (86) of our workforce is from minority ethnic backgrounds, which is higher than the national average and slightly lower than the West Midlands average. This compares to 22.2% (74) in 14/15. The representation of minority ethnic employees at salary level 4 positions is slightly lower, with 21.4% (25) of employees paid between £32,000 and £43,000 p.a. being from minority ethnic backgrounds. This compares to 21.7% (23) in 2014/15. The representation of minority ethnic employees at the highest salary Level has increased since last year, at 21% (13). This compares to 16.9% (10) in 2014/15.

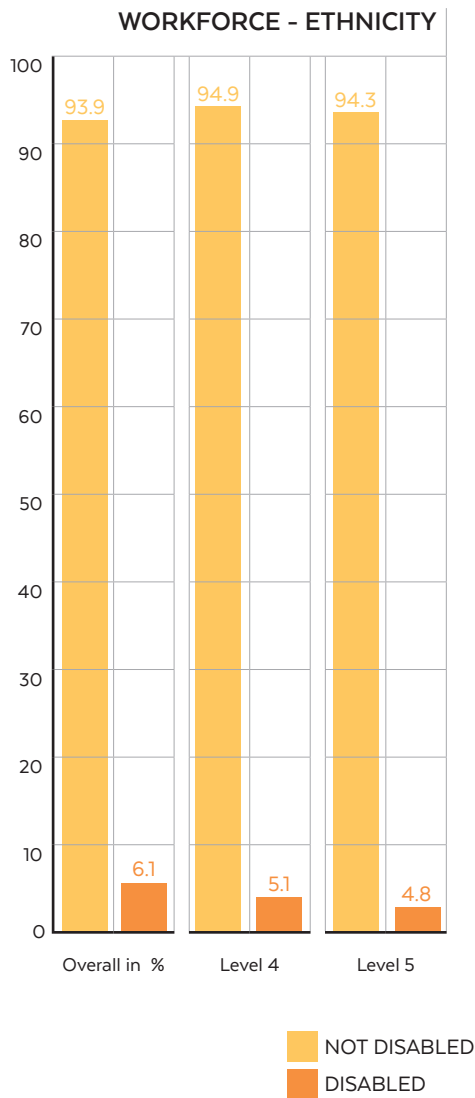
GRAPH 2: WORKFORCE PROFILE - ETHNICITY



**DISABILITY**

6.1% (22) of our workforce have declared that they have a disability, which compares to 6% in 2014/15. The representation of people with a disability at Level 4 is lower, with 5.1% (6) of employees declaring that they have a disability. This compares to 5.7% (6) in 2014/15. The representation at the highest salary level is 4.8% (3) which compares to 6.8% (4) in 2014/15. Overall, disabled employees are overrepresented at the lower salary levels (11.8% and 2 people in Salary Level 1, 9.5% and 8 people in Salary Level 2 and 9.9% and 8 people in Salary Level 3).

**GRAPH 3: WORKFORCE PROFILE –DISABILITY**



**AGE**

Workforce representation by age is provided in the following table:

**TABLE 1: WORKFORCE REPRESENTATION BY AGE**

| AGE          | % OF WORKFORCE BY AGE GROUP |         |
|--------------|-----------------------------|---------|
|              | 2014/15                     | 2015/16 |
| 16-25        | 6.3                         | 5.8     |
| 26-30        | 9.9                         | 10.2    |
| 31-35        | 17.4                        | 15.8    |
| 36-40        | 15.9                        | 17.5    |
| 41-50        | 30.5                        | 30.7    |
| 51-65        | 19.2                        | 19.7    |
| 66+          | 0.9                         | 0.3     |
| No age given | 0                           | 0       |

Representation of different age groups at senior levels is as follows:

**TABLE 2: WORKFORCE REPRESENTATION BY AGE AND SALARY**

| AGE          | % OF WORKFORCE AT LEVEL 4 |         | % OF WORKFORCE AT LEVEL 5 |         |
|--------------|---------------------------|---------|---------------------------|---------|
|              | 2014/15                   | 2015/16 | 2014/15                   | 2015/16 |
| 16-25        | 0                         | 0       | 0                         | 0       |
| 26-30        | 6.6                       | 6       | 0                         | 0       |
| 31-35        | 16                        | 17.9    | 10.2                      | 8.1     |
| 36-40        | 21.7                      | 19.7    | 18.6                      | 21      |
| 41-50        | 39.6                      | 39.3    | 49.2                      | 50      |
| 51-65        | 16                        | 17.1    | 18.6                      | 19.4    |
| 66+          | 0                         | 0       | 3.4                       | 1.6     |
| No age given | 0                         | 0       | 0                         | 0       |

The 2014/15 and 2015/16 tables for workforce by age group show little variation. The 16-25 and 26-30 age groups are not as well represented in Level 4 and 5 positions, but this is most likely linked to the seniority of the posts.

## RECRUITMENT

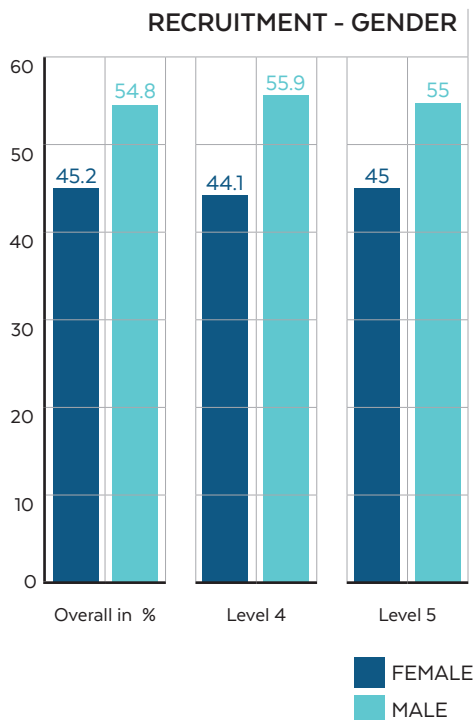
There were 40 successful candidates in 2015/16 compared to 27 successful candidates in 2013/14. A total of 637 applications were received in 14/15 compared to 354 in 13/14. No jobs were advertised at Salary Level 5 in 2014/15 hence a comparison cannot be provided as part of this report.

### GENDER

45.2% (288) of applications received in 2015/16 were from women. This compares to 46.3% (164) in 2014/15. The percentage of shortlisted women applicants in 2015/16 is 44.1% (86) and the percentage of successful women applicants is 45% (18) which is on par with the percentage of female applicants. In 2014/5 the percentage of shortlisted and successful women applicants was 46.7% (49) and 51.9% (14) respectively.

A total of 12 posts that were advertised in 2015/16 have not been included in this analysis as insufficient information was available regarding the candidates' personal information. The majority of these posts were in the Salary 4 range, while 3 were Salary Level 5 posts. An online recruitment system which is currently being launched will help ensure that all candidates are given the opportunity to provide information on their protected characteristics, hence significantly reducing the likelihood of gaps in available information.

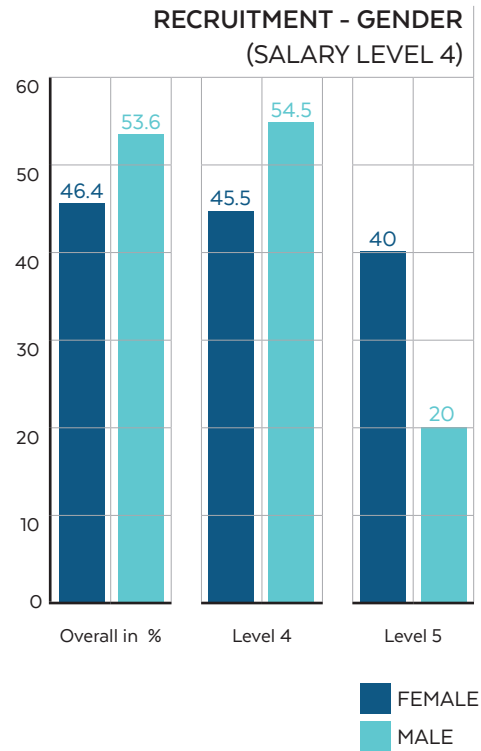
GRAPH 4: RECRUITMENT BY GENDER



The percentage of women applicants in salary Level 4 is on par with the percentage of women applicants overall at 46.4% (51). In 2014/15 the percentage of women applicants for Level 4 jobs was lower, at 26.2% (11). The percentage of shortlisted and successful women applicants at Level 4 in 2015/16 is 45.5% (20) and 40% (4) respectively. The percentage of shortlisted and successful women applicants at Level 4 in 2014/15 was 18.8% (3) and 14.3% (1).

The percentage of women applicants at Salary Level 5 is much lower at 14.3% (3) while the percentage of shortlisted and successful applicants is 9.1% (1) and 20% (1) respectively. As there were very few applicants for Level 5 posts (21 applicants in total and 5 confirmed posts), it is difficult to draw any conclusions. However, out of the 21 applicants for Level 5 posts only 3 were women.

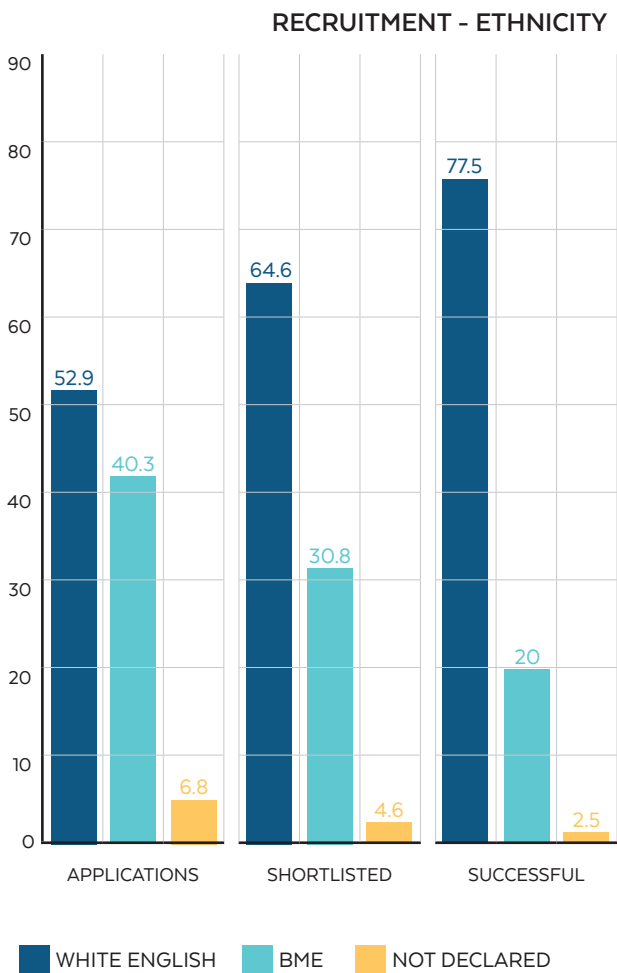
GRAPH 5: RECRUITMENT BY GENDER - SALARY LEVEL 4



**ETHNICITY**

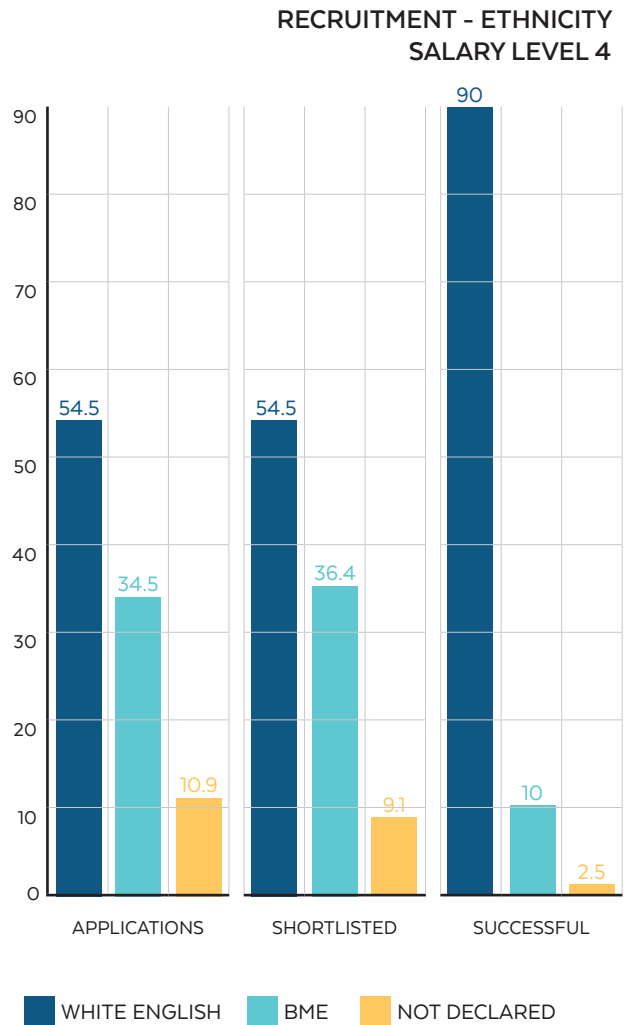
40.3% (257) of the applications received in 2015/16 were from people from minority ethnic backgrounds, which compares to 46.3% (164) in 2014/15. This figure is higher than the West Midlands average. The percentage of shortlisted and successful minority ethnic applicants in 2015/16 is 30.8% (60) and 20% (8) which is significantly lower than the percentage of minority ethnic applicants and lower than the West Midlands population average. A similar pattern was observed in 2014/15 and 2013/14. In 2014/15 the percentage of shortlisted and successful minority ethnic applicants was 36.2% (38) and 18.5% (5) respectively.

GRAPH 6: RECRUITMENT BY ETHNICITY



were minority ethnic applicants with no appointments made at Salary Level 5. There appears to be disparity between the percentage of ethnic minority applicants versus appointments at all levels, including the higher salary scales. In 2014/15, the percentage of minority ethnic applicants at Salary Level 4 was 26.2% (11), while 14.3% (1) of the appointees were minority ethnic.

GRAPH 7: RECRUITMENT BY ETHNICITY - SALARY LEVEL 4



The percentage of minority ethnic applicants at senior Level 4 and 5 positions is lower than the percentage of minority ethnic applicants, at 34.5% (38) and 14.3% (3) respectively. The percentage of shortlisted candidates for level 4 and level 5 positions is 36.4% (16) and 9.1% (1). 10% (1) of appointments at Level 4

## DISABILITY

3.1 (20) of the applications received in 2015/16 were from people who have declared that they have a disability, which compares to 3.4% (12) in 2014/15. The percentage of shortlisted and successful disabled candidates in 2015/16 is 4.1% (8) and 5% (2). This compares to 3.8% (4) and 0% in 2014/15. No disabled applicants applied for Level 4 and Level 5 posts. In 2014/15 7.1% (3) of applicants at level 4 had declared that they have a disability.

## AGE

Recruitment in relation to age is shown below.

TABLE 4: RECRUITMENT BY AGE (2015/16)

| AGE 2015/16 IN % | APPLICANTS | SHORTLISTED | SUCCESSFUL |
|------------------|------------|-------------|------------|
| 16-25            | 19         | 14.9        | 7.5        |
| 26-30            | 18.2       | 16.9        | 22.5       |
| 31-35            | 13.3       | 12.8        | 25         |
| 36-40            | 9.3        | 12.8        | 15         |
| 41-50            | 16.6       | 17.9        | 17.5       |
| 51-65            | 14.3       | 16.9        | 7.5        |
| 66+              | 0.3        | 0.5         | 0          |
| No age given     | 8.9        | 7.2         | 5          |

TABLE 3: RECRUITMENT BY AGE (2014/15)

| AGE 2014/15 IN % | APPLICANTS | SHORTLISTED | SUCCESSFUL |
|------------------|------------|-------------|------------|
| 16-25            | 22.9       | 23.8        | 25.9       |
| 26-30            | 19.8       | 20          | 18.5       |
| 31-35            | 17.2       | 19          | 25.9       |
| 36-40            | 8.8        | 10.5        | 7.4        |
| 41-50            | 14.4       | 8.6         | 14.8       |
| 51-65            | 12.1       | 13.3        | 7.4        |
| 66+              | 0          | 0           | 0          |
| No age given     | 4.8        | 4.8         | 0          |

In 2015/16 there has been an increase in the numbers of successful applicants in the 31-35 and 36-40 groups, accompanied by a decrease in the numbers of successful applicants in the 51-65 and 16-25 age groups.

## PROMOTION

There were 16 promotions in 2015/16, compared to 15 promotions in 2014/15.

## GENDER

31.25% (5) of employees promoted in 2015/16 were women compared to 46.7% (7) in 2014/15

## ETHNICITY

18.75% (3) of employees promoted in 2015/16 were from an ethnic minority background compared to 26.6% (4) in 2014/15.

## DISABILITY

No disabled employees were promoted in 2015/16, while one disabled employee was promoted in 2014/15.

## AGE

Promotion by age group can be seen in the following table:

TABLE 5: PROMOTION BY AGE

| AGE          | % OF EMPLOYEES BY AGE GROUP |         |
|--------------|-----------------------------|---------|
|              | 2015/16                     | 2014/15 |
| 16-25        | 18.75                       | 13.3    |
| 26-30        | 12.5                        | 26.7    |
| 31-35        | 12.5                        | 33.3    |
| 36-40        | 25                          | 6.7     |
| 41-50        | 25                          | 13.3    |
| 51-65        | 6.25                        | 6.7     |
| 66+          | 0                           | 0       |
| No age given | 0                           | 0       |

## DISCIPLINARY

The number of disciplinary cases is very small – there were 2 disciplinaries in 2015/16, same as in 2014/15.

### GENDER

Both disciplinary cases were men, same as in 2014/15

### ETHNICITY

0% of disciplinary cases were people from a minority ethnic background in 2015/16 which compares to 50% in 14/15.

### DISABILITY

No disciplinary cases were people who have declared that they have a disability in 2015/16, same as in 2014/15.

### AGE

Disciplinary cases in relation to age are shown in the following table

TABLE 6: DISCIPLINARIES BY AGE

| AGE          | % BY AGE GROUP |         |
|--------------|----------------|---------|
|              | 2015/16        | 2014/15 |
| 16-25        | 0              | 0       |
| 26-30        | 0              | 0       |
| 31-35        | 50             | 0       |
| 36-40        | 0              | 50      |
| 41-50        | 0              | 0       |
| 51-65        | 50             | 50      |
| 66+          | 0              | 0       |
| No age given | 0              | 0       |

## GRIEVANCE

There were 3 grievances in 2015/16 compared to 2 grievance in 2014/15

### GENDER

One of the grievances were raised by females in 2015/16, while all grievances were raised by females in 2014/15

### ETHNICITY

Two out of three grievances were raised by people from a black and minority ethnic background in 2015/16, compared to 100% in 2014/15

### DISABILITY

0% of grievances were raised by people who have declared that they have a disability in 2015/16 and 2014/15/

### AGE

TABLE 7: GRIEVANCES BY AGE

| AGE          | % BY AGE GROUP |         |
|--------------|----------------|---------|
|              | 2015/16        | 2014/15 |
| 16-25        | 0              | 0       |
| 26-30        | 33.3           | 50      |
| 31-35        | 33.3           | 0       |
| 36-40        | 0              | 50      |
| 41-50        | 33.3           | 0       |
| 51-65        | 0              | 0       |
| 66+          | 0              | 0       |
| No age given | 0              | 0       |

The numbers of disciplinaries and grievances are very small so it is very difficult to draw any conclusions; however, it does appear that ethnic minority employees are over-represented in grievance instances

## LEAVERS AND TURNOVER

There were 44 leavers in 2015/16 which compares to 71 leavers in 2014/15.

### GENDER

50% (22) of people who left employment in 2015/16 were women, which compares to 47.8% (34) in 2014/15.

### ETHNICITY

9% (2) of people who left employment in 2015/16 were from minority ethnic backgrounds with a figure of 29.6% (21) in 2014/15.

### DISABILITY

0% of people who left employment with in 2015/16 declared that they have a disability, which compares to 5.6% (4) in 2014/15.

### AGE

TABLE 8: LEAVERS BY AGE

| AGE          | % BY AGE GROUP |         |
|--------------|----------------|---------|
|              | 2015/16        | 2014/15 |
| 16-25        | 13.6           | 7       |
| 26-30        | 13.6           | 11.2    |
| 31-35        | 15.9           | 25.4    |
| 36-40        | 9              | 8.5     |
| 41-50        | 18             | 19.7    |
| 51-65        | 20.4           | 23.9    |
| 66+          | 9              | 4.2     |
| No age given | 0              | 0       |

## CONCLUDING REMARKS

The Review continues to demonstrate year on year progress on equality and inclusion issues. Examples of planned 2016/17 initiatives include:

- The development of Dementia resources and targeted training for customer facing staff
- The introduction of an Employer Supported Volunteering Scheme
- Continue to support young people and unemployed people overcome travel barriers to employment through the provision of free travel information, journey planning and tickets to job.
- The development of Unconscious Bias Training for senior managers
- Continue to engage with a range of community groups in the region to further understand key barriers and seek their input on key projects and schemes.
- Monitor key workforce and recruitment equality data and work with the gender equality working group to identify ways to further improve our working practices and address any under-representation concerns.