Corporate Core

Equality Performance

Report 2015

![MP900438687[1]]()

**www.milton-keynes.gov.uk/equalities**

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September 2015

# 1. Introduction

## 1.1 Purpose of the Report

The Equality Performance Report is the statutory published information showing how the Council complies with its Equality Duties. The Equality Duty requires the Council to have due regard to the need to:

* eliminate unlawful discrimination, harassment and victimisation;
* advance equality of opportunity; and
* foster good community relations

## 1.2 Summary

The highlights of equality performance in 2015 are:

* An improving trend in six of the nine equality areas that the Council has focussed on since 2010, but there are concerns over the remaining
* The Council’s policies continue to be successful in providing a fair basis for recruitment
* The Council continues to improve the way it consults and responds to people
* National recognition for the council’s work on equality through the Welfare Reform
* No improvement in the numbers of people reporting (approximately 1 in 10) that the council never or rarely deals with them with respect or consideration

## 1.3 Council’s Approach

The Council has a clear equality vision, which is:

 “Improve the way we engage, think, plan and act to deliver equality and accessibility for everyone, every day”

This vision articulates the Council’s equality method (see Appendix 1). In particular that it engages with local people, thinks about different people’s needs, plans the way it works and acts to deliver quality services.

This is a universal vision that applies every day and for everyone and throughout the Council in developing the workforce, delivering services and shaping Milton Keynes as a place to live.

## 1.4 External Review

In 2013 the Council invited the Local Government Association to undertake a review by experts in the equality field. A summary of their findings are:

 “The Council has a clear high level commitment and vision on equality. There are also good outcomes achieved on the ground.”

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| **Positive messages from the Peers** **(the quotes are from the Peer Report)** | “Staff know the communities they work in and use that information to shape the services they provide.” |
| “There are many examples of MKC achieving good outcomes as a result of responsive services.” |
| “Corporate Directors not only have a true and full grasp of equality and its challenges, but are inspirational in leading the Council to achieve outcomes.” |
| There are many examples of community engagement and satisfaction are excellent |
| “Staff could see how their input in the staff survey and focus groups led to new organisational values and improved management training.”  |
| “Evidence of notable practice throughout the Council”. |
|  |  |

Improvements, based on the review report, were completed in the last year and resulted in:

* New workforce objectives agreed
* Consultations improved: Community Transport, Adult Social Services and Welfare Reform are examples
* Member engagement with equalities has improved, with Scrutiny initiating and receiving research on the issues of Gypsies and Travellers

##  1.5 Report Organisation

The information in this report is provided in two sections:

* Section One: The story of equality improvement in 2014/15
* Section Two: Indicators and trends: equality objectives and diversity of staff.

Recommended improvements are found in Section 8.

# SECTION ONE

# 2. Engage: Deepening our Engagement

## 2.1 What do we mean by engagement?

The Council has several different types of engagement. Those with:

* Staff
* Communities of type or identity (e.g. people with a disability)
* Service users or project stakeholders
* Local geographical communities
* Citizens’ Surveys

## 2.2 Community Engagement

All equality streams (age, race, disability, religion, etc.) have and engagement organisation supported by the Council. Details of these appear on the Council’s website: <http://j.mp/MK-Equality-Orgs>. Representatives of these umbrella organisations meet together as the Diversity & Equality Partnership (DEP). Their activities have included:

* The Disability Advisory Group, supported by the Centre for Integrated Living, has been active in working with: changes to the Taxi Driver Policy, user led consultation of more than 400 people for community transport, care act changes, health reform, welfare reform, and the MK Plan
* The Milton Keynes Equality Council supports ethnic and racial issues and is an active working partnership with Safer MK. They have co-ordinated the work of on female genital mutilation and led Public Health campaigns. They have concentrated on engaging with older people from Black and Minority Ethnic (BME) communities in particular the Sri Lankan, Polish, and Somalian communities

## 2.4 Specific participation in services

There was notable practice in different services in supporting specific participation groups:

# 3. Think: Using Equality Analysis

## 3.1 How does the Council analyse equality?

Thinking and understanding how issues of equality affect a decision, project or service is critical to the equality duties. To aid this, the Council uses:

* Equality Impact Assessments
* Demographic analysis
* Service trends
* Levels of satisfaction

## 3.2 Equality Impact Assessments

All 2014/15 Equality Impact Assessments can be found on the following website: <http://j.mp/EQIA2014-all>. For 2014/15, there were 42 assessments: including 9 special assessments, also the Council’s overall budget proposals which included 13 assessments. The following are examples of the recommendations that have been made:

* Charging for Carer Services Consultation assessment warned of the indirect discrimination in keeping the situation or in levying no charge. The change has meant a fairer system but also one that is better able to cope with changes in legislation.
* Establishment of a Community Learning Service. The impact assessment supported the adoption of strategic options that delivered a new service while keeping important opportunities presented by the service.
* Staff pay review EqIA was a large and very detailed assessment. It assessed the fairness of the new arrangements looking at who would affect and ensured a balance across the organisation. This provided confidence in key messages in this substantial change.

Major reports included: Council Tax Support Scheme, Partnership Changes, Complex Advice Trading Standards, Test Purchasing, Customer Care Changes and Taxi Policy changes.

## 3.3 Demographic analysis

The Council maps and collects data on local needs. The Joint Strategic Needs Assessment (JSNA) (<http://j.mp/JSNA2014>), in conjunction with the Milton Keynes Social Atlas (<http://j.mp/MKSA2013>) are the primary processes for identifying the needs of the population and building a robust evidence base. The Council moved away from routine equality monitoring. What the government called ‘gold-plating’ equality in its Statutory Best Value Guidance. Instead, a resource appropriate way to gather equality data is used that dovetails into the way the council monitors its services and outcomes.

## 3.5 Understanding of satisfaction

Sometimes aspects of the Council’s work do not go smoothly. The Council has been seeking to improve its services and aims to ensure that at least 95% of all its customers and clients consider that the council has dealt with them with respect and consideration. This will be included in the new initiative of mystery shopping, where respect and consideration will be judged.

|  |
| --- |
| **The People of Milton Keynes** |
| (all figures 2011 unless otherwise stated) |
| **The percentage increase in the MK population** **since 2001 (2012: 252,200 people)** | **18.2** |
| **12.9** | **The percentage increase in the BME Community in MK: 2001-2011** |
| **The percentage of the households with over 1.5 people per room that have an African background** | **27.4** |
| **38%** | **The percentage of pupils in MK Schools who have a BME Background (2015) (35.3% in 2013)** |
| **The percentage of the population of MK** **whose language isn’t English (over 90 languages)** | **9.5**  |
| **1.5** | **The percentage of the population of MK who cannot speak English well or at all** |
| ***Behind these figures - the equality facts may be hidden*** |
| **The percentage of women under 50 in different communities****who have degrees** |
| Indian | Chinese | Other Ethnic | Caribbean |
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| Black African | Pakistani | White | Bangladeshi |
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| Nearly 80% of the Bangladeshi women with degrees have full time employment; whilst conversely only 32% of the women without qualifications in that community are employed. This highlights the hidden inequality. |

4. Plan: Objectives and Aims

## 4.1 How does the Council plan for equality?

The Corporate Plan has two cross cutting themes; Equality and Cohesion is one of these. The aim is to make Milton Keynes a place where opportunities are created and barriers to achievement are removed. This aim is developed through its equality objectives, service plans and major strategies.

## 4.2 Equality Objectives

In 2010 the Council developed its first set of Equality Objectives they were designed to help us achieve the aims of the general equality duty and were aligned to our Corporate Objectives.

There are five equality objectives:

 1. Reduce the percentage of people who report that they are rarely or never treated with respect and consideration by Milton Keynes Council to less than 5% by 2016.

 2. The elimination of any over representation of people from a white background in recruitment, as measured by the proportion of applicant with a white background minus the proportion of those recruited being under 3% by 2016

 3. To achieve significant improvement against 9 adopted equality indicators by 2016.

 4. The percentage of people who agree that: a) people pull together to improve the local area is over 40%, and b) that their area is a place where people from different ethnic backgrounds get on well together is over 75% by 2016

## Other plans and strategies

**The Equality Delivery Improvement Plan** - contains all the process orientated changes some of which can be found in Section 8.

**Service Plans** - contain the challenges that services face, which are picked up in the Equality Objectives.

**Strategies and Policies** – contain issue-specific challenges and actions, these are summarised in an Appendix to the Corporate Plan.

Table 1 shows the Council’s performance against these objectives.

**Table 1: Equality Objectives Performance**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Equality Objectives Performance** | **2012** | **2013** | **2014** | **2015** |
| **Respect and consideration** | 7.1% | Not surveyed | Phone 7.7%Written 8.4%Face to Face 7.7% | Phone 7.0%Written 10.2%Face to Face 8.1% |
| **Over Representation** | 10.7% | 5.0% | 4.3% | 3.8% |
| **Equality Indicators** | 4/9Improving Trends | 5/9Improving Trends | 7/9Improving Trends | 5/9Improving Trends |
| **Community Relations** | 1. n/a
2. 70.1%
 | Not surveyed | 1. 31.4%
2. 80.6%
 | 1. 31.8%

b) 81.5% |

**What does this mean?**

* It means the council is near to meeting its target for 2016 in community relations, 4 in every 5 people now believe Milton Keynes is a cohesive community and the target for recruitment where the recruitment process has improved significantly.
* The council will still wish to see improving trends across the basket of indicators it set itself in 2010. Some have got significantly worse in the last twelve months.
* The major concern will be that customer service, measured through indications of respect and consideration, this has not improved significantly.

# 5. Act: Improving the Quality of Services

## 5.1 What is the Council achieving?

Acting on equality is the fourth and most important element of responding to the Equality Duty. The Council has had due regard through:

* Achieving equality outcomes and improving equality for the most vulnerable
* Meeting service challenges and delivering notable practices

## Notable Practices

This year’s notable practices include:

* **Welfare Reform:** The Commission for Equality and Human rights praised our consideration and work in developing the Council Council Tax Support Scheme. At a meeting of leading city councils, Milton Keynes Council use of the discretionary scheme was highlighted as best practice, especially how the council followed up with research into the impact of the scheme. The model chosen by Milton Keynes and the equality review process is now being followed by Leeds, Harringay and other councils. It has also led to over 80% of council tax being collected from new Council Tax payers.
* **Westminster House:** Milton Keynes Council received a 2014 Central Regional LABC Building Excellence Award for its work on the creation of Westminster House. Designed following feedback from consultation with the young people, their parents and carers in 2011, the house is home to eight young people aged 10 to 19 years old with complex learning and physical disabilities. The accommodation provides 24 hour dedicated care, 365 days a year and replaces the former house which was no longer able to meet the high quality standards required for residential care.
* **Scrutiny:** The Scrutiny committee led a consultation into the needs of Gypsy and Travellers. This was based on two half day workshops with the group, exploring issues including identity, community needs and council relationships. To recruitment used a snowball sampling technique to promote the project within a traditionally hard-to-reach group. Contact was made with both Irish Travellers and English Romany Gypsies and the workshops were attended by 24 Irish Travellers over 2 days. This found that many of the needs of this community dovetail with the needs of wider communities. The main findings of the engagement process and best practice examples from around the country which had been identified by participants in the workshops to Milton Keynes Council were presented at a special meeting of the Overview and Scrutiny Committee. This resulted in concrete recommendations the council will be taking forward around housing, health, education and future engagement.

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| [www.milton-keynes.gov.uk/**equalities**](http://www.milton-keynes.gov.uk/equalities)11 | SECTION 2 | MKC Equality Performance Report 2015 |
| 6. Corporate Objectives |
|  |  |  |
|  | **Indicator** | **2013** | **2014** | **2015** | **Trend****What does this mean?**  |  |
|  | Reduce the achievement gap between pupils entitled to free school meals and their peers achieving 5 A\*-C at GCSE and equivalent incl. English and maths. | Gap 27.5% | Gap 22.5% | Gap 25% | 🗷 The trend is flat |  |
|  | The percentage point gap between pupils with Special Educational Needs ( SEN) and their peers achieving 5 A\*-C grades at GCSE or equivalent including English and Maths | Gap 39.4% | Gap 36.3% | Gap 30% | 🗹 The gap is reducing |  |
|  | Reduce the achievement gap between the lowest achieving 20% in the Early Years Foundation Stage and the rest. | Gap 29.8% | Gap 29.8% | Gap 29.6% | 🗷 The trend is flat |  |
|  | Increase the percentage of black and minority ethnic heritage (BME) pupils achieving 5+ A\*-C grades at GCSE including English and maths | 59.5 | 64.5 | N/A | 🗹 The percentage is increasing |  |
|  | The proportion of carers who received an assessment or review and received a specific carers' service or advice and information within the same year, as a % of all people receiving a community-based service, during the period. | 9.7 | 12.4 | 20 | 🗹 The percentage is increasing |  |

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| --- | --- | --- | --- | --- |
| 12 www.milton-keynes.gov.uk/**equalities**   |  |  |  | MKC Equality Performance Report 2015  |
|  | **Indicator** | **2013** | **2014** | **2015** | **Trend****What does this mean?**  |  |
|  | Repeat rate of medium risk domestic violence individuals | 46.44 | 46.99 | N/A | 🗷 The trend is flat |  |
|  | Percentage of older people achieving independence through rehabilitation/ intermediate care  | 91.5% | 97.5% | 85.0% | 🗹 The percentage has decreased |  |
|  | Number of households in temporary accommodation (differentiation by ethnicity, type of household) Number of households in Choice Based Lettings Priority Band 1:Households awaiting offersOf which the number that need wheelchair adapted accommodation Those from the Traveller community | 191446343 | 167401321 | 215632241 | 🗷 The numbers are increasing |  |
|  | Number of adults from target regeneration neighbourhoods supported to secure employment | 233 | 245 | 108 | 🗹 The number is increasing and above target |  |
|  |  |  |  |  |  |  |  |

# 7. The Diversity of Staff

The Council is buildinga diverse and competent workforce by creating:

* an environment where everyone is treated with dignity and respect,
* where the talents and skills of different people are valued, and
* where productivity and customer service improves because the workforce is happier, more motivated and more aware of the benefits that equality can bring.

The following tables and information reveal the trends in workforce composition, with some commentary regarding the significant equality challenges.

## 7.1 702)

**Table 1: Staff Numbers 2011-14 (Source: Human Resources, MKC)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Year**  | **2011** | **2012** | **2013** | **2014** | **2015** |
| MKC Staff Numbers | 2,540 | 2,257 | 2,190 | 2,062 | 1999 |
| MKSP | N/A | N/A | N/A | N/A | 702 |

## 7.2 Age

The staff profile of MKC and MSP suggests an aging trend. Both organisations have a median age in the mid to late 40s, which is much older than Milton Keynes as a whole, and there is some evidence that it is getting slightly older. The largest group are those aged 50-59, however the fast growing age group are over 60.

**Chart 1: Age Proportions 2011-14 (Source: Human Resources, MKC)**

## 7.3 Sex / Gender

The proportions of male staff continued to fall comparing with 49.5% in the general population.

**Table 2: Staff Numbers 2011-13 (Source: Human Resources, MKC)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Year (figures in March)** | **2012** | **2013** | **2014** | **2015** |
| **MKC** | **MKSP** |
| Female | 72.9% | 73.4% | 76.0% | 77.5% | 74.1% |
| Male | 27.1% | 26.6% | 24.0% | 22.5% | 25.9% |

**Chart 2: Gender and Pay Bands MKC (Source: Human Resources, MKC)**

However the gender proportions rise to almost parity across pay bands. The proportions of senior managers are 53% female and 47% male. MKSP has a more varied proportions and are not easily comparable to MKC.

**Chart 3: Gender and Pay Bands MKSP (Source: Human Resources, MKC)**

**7.4 Ethnicity / Race**

Ethnicity data is collected on a self-identification basis and the classification is narrower than in the census collection to aid comparison. ‘Unknowns’ numerically has been the same for the last two years suggesting the need to direct people to complete this area.

**Table 3: Staff Proportions: Ethnic Origin 2012-15 (Source: HR, MKC & Census)**

| **Ethnic Origin** | **2012** | **2013** | **2014** | **2015** | **MKSP 2015** | **MK Pop** |
| --- | --- | --- | --- | --- | --- | --- |
| White  | 79.1% | 78.9% | 75.9% | 76.4% | 69.4% | 80.0% |
| Asian/ Asian British | 3.3% | 3.2% | 3.5% | 3.5% | 4.4% | 8.1% |
| Black / African / Caribbean / Black British  | 6.3% | 6.8% | 7.6% | 8.0% | 4.0% | 6.8% |
| Mixed / Multiple ethnic groups  | 1.3% | 1.2% | 1.0% | 1.0% | 1.7% | 3.2% |
| Chinese & Other Ethnic | 0.1% | 0.1% | 0.1% | 0.1% | 0.3% | 1.1% |
| Unknown | 9.9% | 9.8% | 10.5% | 11.0% | 20.2% | --- |
|  | Proportion of Known Ethnic Origin (Milton Keynes figure is working pop.) |
| White Communities | 87.8% | 87.4% | 84.9% | 85.9% | 70.8% | 83.3% |
| BME Communities (ex. White Other) | 12.2% | 12.6% | 15.1% | 14.1% | 29.2% | 16.7% |

A normalised distribution would see BME communities representing around 12% of the population in each band. The staff composition may broadly reflect the community of Milton Keynes. However, the proportion of ‘unknowns’ are too high to suggest this with full confidence.

**Table 4: Proportion Depreciation in Recruitment: (application proportion minus the hired proportion, positive figures show possible over representation in recruitment) (Source: HR - MKC)**

| **Ethnicity** | **2012** | **2013** | **2014** | **2015** |
| --- | --- | --- | --- | --- |
| White - Ethnicity | 10.7 | 5.0 | 4.3 | 3.9 |
| Asian/ Asian British - Ethnicity | -3.2 | -3.2 | -3.3 | -2.9 |
| Black / African / Caribbean / Black British - Ethnicity | -8.0 | -2.7 | -1.8 | 1.0 |
| Mixed / Multiple ethnic groups - Ethnicity | -0.3 | 0.9 | 0.3 | 1.2 |

MKC has an existing equality objective of being under 3% by 2017. Recruitment shows a very welcomed trend reducing over representation of people with a white background through the recruitment process.

**Chart 4: Ethnicity and Pay Bands (Source: Human Resources, MKC)**

This chart reveals the distribution across different pay bands and a steady decrease in staff from a BME background with seniority.

**Chart 5: Ethnicity and Pay Bands MKSP (Source: Human Resources, MKC)**

It is impossible to compare MKSP and MKC precisely. However, the general trend seems to be similar, with the main exception being the proportion of those with a BME heritage in middle management in MKSP.

## 7.5 Religion

**Table 6: Staff Proportions: Religion 2012-15 (Source: HR, MKC)**

| **Religious Belief** | **2012** | **2013** | **2014** | **2015** | **Milton Keynes** |
| --- | --- | --- | --- | --- | --- |
| **MKC** | **MKSP** |
| Christianity | 39.0% | 39.5% | 37.4% | 40.0% | 16.0% | 52.8% |
| Buddhism | 0.4% | 0.2% | 0.3% | 0.3% | 0.0% | 0.5% |
| Hinduism | 0.8% | 0.7% | 0.6% | 0.6% | 1.0% | 2.8% |
| Judaism | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.2% |
| Islam | 1.5% | 1.8% | 1.9% | 2.1% | 0.9% | 4.8% |
| No religion | 20.6% | 21.0% | 20.8% | 22.6% | 5.3% | 31.3% |
| Other | 1.2% | 1.2% | 1.1% | 1.5% | 0.9% | 0.6% |
| Sikhism | 0.5% | 0.4% | 0.4% | 0.5% | 0.0% | 0.6% |
| Undefined | 36.1% | 35.1% | 34.5% | 31.4% | 65.7% | 6.6% |

Although generally the religious belief of staff broadly reflects the community, there are lower proportions of staff with a Hindu and Muslim religious backgrounds and /or beliefs. In addition, there are higher proportions of staff with no religion. The challenge for the Council is the level of religious knowledge, awareness may be low, and this might affect service delivery.

## 7.6 Sexual Orientation

**Table 7: Staff Proportions: Sexual Orientation 2014 (Source: HR, MKC)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Religious Belief** | **2012** | **2013** | **2014** | **2015** |
| **MKC** | **MKSP** |
| Bisexual | 0.2% | 0.2% | 0.2% | 0.2% | 0.0% |
| Gay | 0.2% | 0.3% | 0.2% | 0.2% | 0.1% |
| Heterosexual | 59.2% | 61.0% | 60.9% | 59.0% | 20.2% |
| Lesbian | 0.5% | 0.5% | 0.8% | 0.7% | 0.4% |
| Undefined | 0.2% | 0.1% | 0.2% | 0.1% | 76.2% |
| I do not wish to disclose my sexual orientation | 39.7% | 37.9% | 38.6% | 40.0% | 3.0% |

The proportion of staff who are Lesbian, Gay, or Bisexual seems to be low, and the numbers who feel confident enough to report their sexual orientation shows a small increase. The challenge for the Council is the level of sexual orientation knowledge, awareness may be low, and how this might affect service delivery. The Council’s senior officers recognised this awareness has been occurred through staff initiatives.

**6.7 Disability**

**Table 8: Staff Proportions: Disability 2012-14 (Source: HR, MKC)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Disability** | **2012** | **2013** | **2014** | **2015** |
| **MKC** | **MKSP** |
| Yes | 11.2% | 9.7% | 8.9% | 8.8% | 0.7% |
| No | 80.3% | 80.2% | 80.2% | 80.7% | 30.5% |
| Not Declared | 8.5% | 10.1% | 10.1% | 10.5% | 68.8% |

The trend in the staff profile of staff with a disability seems to be lowering. The number of not declared as risen and the target must be to decrease this proportion.

**6.8 Service profiles**

Staff profiles in two services were analysed to start to understand the staff profile in particular services.

**Table 9: Staff Proportions Leadership (Source: HR, MKC)**

|  |  |  |
| --- | --- | --- |
|  | **Joined MKC in the** **last 5 years** | **Senior Managers** |
| White heritage | 56.2% | 80.0% |
| BME heritage (ex. White Other) | 23.0% | 6.7% |
| Unknown | 20.8% | 13.3% |
|  |  |  |
| Female | 77.43% | 53.3% |
| Male | 22.57% | 46.7% |
|  |  |  |
| Disability: No | 68.6% | 80% |
| Disability: Yes | 13.3% | 0% |
| Not Declared | 19.2% | 20% |

# 8. Conclusion

The Council has a statutory duty to publish equality information annually sufficient to show its compliance to the Public Sector Equality Duty. Equality and Diversity is one of two cross cutting priorities adopted by the Council in its Corporate Plan.

That six of the nine equality indicators that the Council has focussed on since 2010 are showing an improving trend shows the Council is making real progress in delivering equality. Other evidence for this is that key indicators reveal the Council has a fair basis for recruitment with indicators that are better than a national beacon and community cohesion and relations are very good and still improving.

However, perceptions of the respect and consideration shown by the council in letters, phone calls and face-to-face have not improved.

**Suggested actions**

* Good progress is being made on a range of equality measures, this should continue with the next review of objectives in 2016.

Areas for development include:

* improvements in the use of analysis,
* an improved customer service and
* better engagement from Council Members with their equality duties.

# Appendix 1: Golden Thread of Equality Development

|  |  |
| --- | --- |
| ENGAGE | **Keywords:** communicate, participate, capture service user experience**Corporate Value:** We are Collaborative**Corporate Framework:*** Staff have a good understanding of the equality vision and how they deliver fairness and respect
* Active Umbrella Engagement Groups in all equality streams

**Service Focus:*** Service user experience is captured
* Fostering community relations in local areas
 |
| THINK | **Keywords:** understanding, sensitive to needs, relevant analysis **Corporate Value:** We are Responsive**Corporate Framework:*** Equality Impact Assessments published & due regard given
* There is a clear narrative on each strand which can be used to create strategy

**Service Focus:*** Relevant analysis of trends in data to provide a narrative on equality
* Good understanding of differential needs & satisfaction
 |
| PLAN | **Keywords:** align objectives, professional behaviours, responsive **Corporate Value:** We are Responsive**Corporate Framework:*** Equality objectives are developed
* Staff treat people with fairness and respect

**Service Focus:*** Service Plans indentify key equality challenges (including how adverse staff trends are reversed)
* Major strategies and policies indentify how fairness and respect are promoted and adverse trends reversed
 |
| ACT | **Keywords:** quality, customer-focused, outcomes **Corporate Value:** We are Customer-focused**Corporate Framework:*** Quarterly service challenges to all service groups by CLT
* Equality performance report provides improvement opportunities

**Service Focus:*** All residents have easy access to Council information and services
* Notable practice across all Council services
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Contact / Links

**Website** http://www.milton-keynes.gov.uk/equalities

**Equality Evidence** <http://j.mp/MKCEquality-Evidence>

**Community Equality Groups** <http://j.mp/MK-Equality-Orgs>

**‘Improve the way we engage, think, plan and act to**

**deliver equality and accessibility for everyone, every day’.**



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Insert the name of your report here (Arial font, minimum size 18pt, grey 50%, right aligned)