

FAIR & INCLUSIVE ACTION PLAN OVERVIEW

Theme	Key Outputs	Measures
<i>Accountability & Consequences</i>	Staff understand expectations and consequences of behaviour, are confident to speak up and know where to access support	Staff survey Number of mediation cases Number of HRAS cases Timely resolution of casework Exit interview data Feedback from forums Leadership appraisal process
	Early intervention & mediation to prevent formal processes	
	Working with our Trade Unions	
	Accountability of leaders ensured via a sound performance management framework	
	Fair and more consistent application of formal employment procedures	
<i>Learning & Development</i>	An effective and comprehensive equality & diversity training offer	Staff survey L&D data - compliance, evaluation PDPs Workforce profile
	Mandatory induction with clear expectations of behaviour	
	Positive action initiatives to develop and retain under-represented groups	
<i>Recruitment, retention & progression</i>	Robust and inclusive recruitment processes that are reviewed regularly for effectiveness	Recruitment data Workforce profile Staff survey Exit data
	Fair and more consistent application of secondment and redeployment procedures including positive action initiatives where applicable	
	Inclusive workforce & outreach strategy to raise employer brand and engage applicants from diverse communities across the city	
	Wider use of behaviour-based interviews	
<i>Communities</i>	Services across the council understand and respond effectively to communities they work with and the changing demographic of the city	Staff survey Workforce profile Recruitment data Number of community engagements City Tracker
	The council has a reputation as a leader for equality and inclusion and community cohesion in the city, engaging in a joined up way with cultural events across the city	
	Council staff are aware of and engaging with volunteering opportunities available to enable them to work with different communities across the city	
	The council has a reputation in Schools, College, and HE as a leader for equality and inclusion and an employer of choice in the city for young people	

1. ACCOUNTABILITY AND CONSEQUENCES

Key Outputs	Activities
1.1 Staff understand expectations and consequences of behaviour, are confident to speak up and know where to access support	<p>Refresh the Behaviour Framework</p> <p>Design and launch a zero tolerance campaign including creation of a safe space for issues to be raised</p> <p>Provide development to the Leadership Network to ensure they understand their role in leading the equality agenda</p>
1.2 Early intervention and mediation to resolve issues where appropriate	<p>Provide specialist equalities training for HR advisers, mediators and investigators</p> <p>Re-launch and embed the mediation process</p>
1.3 Working with our Trade Unions	Actions to be developed
1.4 Accountability of leaders ensured via a sound performance management framework	<p>Incorporate an equalities measure into the rated appraisal process for leadership roles</p> <p>Incorporate equalities measures into the service performance management framework</p>
1.5 Fair and more consistent application of formal employment procedures	<p>Identify members who will sit as part of appeal hearings, and provide comprehensive equalities training</p> <p>Define the role of member equality 'champions' and provide a clear terms of reference to the member advisory group</p>

2. LEARNING AND DEVELOPMENT

Key Outputs	Activities
2.1 An effective and comprehensive equality & diversity training offer	<p>Develop golden thread of E&D through all training from recruitment onwards</p> <p>Use the staff survey results to identify teams that may require bespoke Learning and Development interventions to address issues identified by the survey</p> <p>Use PDP/annual review to identify individual learning needs in relation to equality and diversity and provide bespoke training as needed</p>
2.2 Mandatory induction with clear expectations of behaviour	<p>Communicate values and behavioural expectations explicitly as part of the recruitment process and during induction</p> <p>Use probationary review to monitor compliance and allow new starter to feed back confidentially. Align training completion with review dates</p>
2.3 Positive action initiatives to develop and retain under-represented groups	<p>Identify and offer targeted job shadowing / mentoring / acting ups / secondment opportunities with clear development objectives - internally and externally, e.g. with Equip partners</p> <p>Make secondments fairer, accessible and communicated more widely and consistently</p> <p>Use data analysis to ensure positive action is applied and communicated transparently to the whole organisation</p>

3. RECRUITMENT, RETENTION AND PROGRESSION

Key Outputs	Activities
<p>3.1 Robust and inclusive recruitment processes that are reviewed regularly for effectiveness</p>	<p>Mandatory training for everyone on interview panels with enforced compliance monitoring, including revised unconscious bias training</p> <p>Develop and offer brief recruitment training refresher sessions</p> <p>Review Job Descriptions and Person Specifications at recruitment planning stage to ensure accessibility to all</p> <p>Provide targetted support and data driven interventions during recruitment to key service areas where there is under-representation</p>
<p>3.2 Fair and more consistent application of secondment and redeployment procedures including positive action initiatives where applicable</p>	<p>Targeted support for underrepresented groups identifying development needs/aspirations via PDPs</p> <p>Consider how redeployment options could be used to promote diversity and what impact the process has on achieving our aims for a diverse workforce</p>
<p>3.3 Inclusive workforce & outreach strategy to raise employer brand and engage applicants from diverse communities across the city</p>	<p>Identify technical and managerial pathways for under-represented groups notably young people & with schools</p> <p>Provide support for under-represented groups to boost confidence in application and interview skills</p> <p>Hold service/team open days with active team members and HR support to attract recruits engaging with potential applicants</p> <p>Engage with Comms team, forums and communities to design and develop diverse recruitment campaigns with corporate approach</p> <p>Collaborate with Equip partners to hold targetted citywide recruitment events</p>
<p>3.4 Wider use of behaviour based interviews</p>	<p>Explore use of behaviour based interviews across the organisation and use data analysis to target pilot area/service</p>

4. COMMUNITIES

Key Outputs	Activities
<p>4.1 Services across the council understand and respond effectively to communities they work with and the changing demographic of the city</p>	<p>Include a standing item on Directorate Equality Delivery Group (DEDG) agendas to discuss the city's population data and use insight about communities to inform knowledge and practice</p> <p>Embed an element that focuses on 'understanding our communities' into any learning and development in relation to equality and inclusion, and induction</p> <p>Involve individuals from local communities in the delivery of face to face learning and development opportunities for that staff so they can learn about different experiences</p> <p>Services to utilise existing council relationships with community and voluntary sector groups to support engagement with different communities when developing new services, commissions, or strategies</p>
<p>4.2 The council has a reputation as a leader for equality and inclusion and community cohesion in the city, engaging in a joined up way with cultural events across the city</p>	<p>Refine our approach to community engagement and development, enabled by the Third Sector Investment Programme, to bring our services closer to the communities they work with, particularly focussing on service-users from BME backgrounds.</p> <p>Develop a new communications and engagement plan for equality and inclusion (celebrating diversity and promoting key cultural or faith events), both internally with our workforce and externally with our communities, championed by council leader</p> <p>Work together with Workers Forums to plan, celebrate and promote key events, in physical locations across the council</p>
<p>4.3 Target staff volunteering around engagement with communities and promote volunteering in and out of work (use the Portal)</p>	<p>Raise awareness of the Employee Volunteering Scheme including opportunities available to work within different communities.</p> <p>Identify and promote new volunteering opportunities by working with council Workers Forums and with existing community and voluntary sector groups.</p>

4. COMMUNITIES

Key Outputs	Activities
4.4 The council has a reputation in Schools, College, and HE as a leader for equality and inclusion and an employer of choice in the city for young people	Ensure there is a council presence at careers and university fairs, and job markets Share information about upcoming careers fair opportunities at DMTs and encourage services to physically attend and promote upcoming recruitment opportunities Encourage and support our schools and colleges to celebrate diversity and promote cultural and faith events