

Workforce Equalities Action Plan 2013-2014 Year one detail

Workforce Data and Analysis									
Objective	To improve the capture, quality, analysis and reporting of equalities workforce information to the Workforce Equalities Group and to senior managers								
Key Action	Improve the capture, quality, analysis and reporting of equalities workforce information to senior management	Develop an approach that increases the number of staff providing their equality information and focussing on service areas where participation is low	Produce equalities non-disclosure lists* as part of monthly workforce data reports to Executive Leadership Team and Directorate Management Teams <i>* 'Non-disclosure lists' will show, by service area, the percentage of staff who have not disclosed their personal equality information</i>	Review and update workforce targets by comparing the workforce profile, wherever possible, with the City's economically active community profile	Improve the monitoring system for cases of alleged discrimination/ harassment to include whether the discrimination/ harassment is based on an individual's protected characteristic(s)	Establish a monitoring process that captures information on casual/agency workers by service area and grade	Review and improve the process by which staff who are leaving can feedback their experience of working for the council	Produce regular quarterly management information reports (including recruitment data and non-disclosure lists) to Executive Leadership Team and Directorate Management Teams highlighting issues/trends for review and action	Provide workforce equality information including recruitment data regularly to the Workforce Equalities Group* highlighting issues/trends for review and action <i>* Workforce Equalities Group (WEG) is made up of representatives from Human Resources, the council's Workers' Forums and Trade Unions</i>
Summary of Impact	Enables the council to take action to promote positive trends and to take appropriate action to address disadvantage where it is identified.	Reducing the number of staff for whom the council does not hold any, or only partial, equality information will enable better identification of equalities issues/trends within the workforce and action taken to address these.	Workforce equality information will be improved through being able to target those staff who have not disclosed their personal data initially in those service areas where declaration rates are low.	Enables the council to develop approaches to increase the diversity of its workforce at all levels and to monitor progress.	Supports the development of a respectful and inclusive culture by enabling cases of discrimination, bullying and harassment to be monitored so that "hotspots", trends and issues can be identified and acted upon.	Enables the council to compile the equality profile for its casual and agency workers so that issues/trends can be identified and acted upon.	Enables the council to understand better why staff leave and so develop an approach to support staff retention.	Enables senior management to be regularly briefed on workforce equalities issues/trends so they can endorse recommendations to address areas requiring improvement.	Enables workforce and recruitment data to be reviewed regularly by Workers Forum and Trade Union representatives, issues/trends highlighted and required actions discussed.
Resources Required	Management Information Officer , HR Systems Team and other HR staff, external providers of HR management information and recruitment systems, external agency provider.	Internal Communications, Workers Fora, Trade Unions, Communities and Equality Team.	Management Information Officer, HR Systems Team.	Communities & Equality Team, Senior Analysis & Research Officer.	Head of Coaching and Advice, Management Information Officer.	Management Information Officer, HR staff, Resources within council's external contracted agency worker provider, Internal communications.	HR Systems Team, Workers Fora, Trade Unions, Communities & Equality team, Performance Analysis and Research Team (consultation portal).	HR Business Partners, Policy and Projects Team.	Workers Forums, Trade Unions, HR staff, Communities & Equality Team, HR Systems Team, Policy and Projects Team.

Key Action (repeat)	Improve the capture, quality, analysis and reporting of equalities workforce information to senior management	Develop an approach that increases the number of staff providing their equality information and focussing on service areas where participation is low	Produce equalities non-disclosure lists as part of monthly workforce data reports to Executive Leadership Team and Directorate Management Teams	Review and update workforce targets by comparing the workforce profile, wherever possible, with the City's economically active community profile	Improve the monitoring system for cases of alleged discrimination/ harassment to include whether the discrimination/ harassment is based on an individual's protected characteristic(s)	Establish a monitoring process that captures information on casual/agency workers by service area and grade	Review and improve the process by which staff who are leaving can feedback their experience of working for the council	Produce regular quarterly management information reports (including recruitment data and non-disclosure lists) to Executive Leadership Team and Directorate Management Teams highlighting issues/trends for review and action	Provide workforce equality information including recruitment data regularly to the WEG highlighting issues/trends for review and action
Progress Made	Funding obtained for an additional post in HR to support development, analysis and reporting of improved workforce information. Equalities monitoring form has been revised.	Equalities monitoring form has been revised. Completion of the monitoring form is mandatory for applicants applying for vacancies online. Recent audit carried out and employees asked to complete/update their personal equality monitoring information.	Recruitment of Management Information Officer underway. Non-disclosure lists will start going to senior managers in July.	Work has started to review workforce targets including setting a target for LGB group.	PIER * system has been developed to enable this data to be captured and reported on. * "PIER" is the council's HR payroll & employment information system	Work is underway to capture equality monitoring data for casual workers.	Work is underway to review the current process (including the content of current questionnaire) and to increase return rates.	Recruitment of Management Information Officer underway. Non-disclosure lists will start going to senior managers in July.	Terms of Reference for the WEG have been refreshed. Composition of the group has been expanded to include Trade Union representatives. HR and BME Workers' Forum representatives attended joint training on analysing and understanding management information. Review of workforce information planned for July meeting of the WEG.
Deadlines for Completion	April 2014	September 2013	End of July 2013	End July 2013	End of December 2013	End of December 2013	End of September 2013	Dummy quarter Dec - Mar. Live from April 2014	First report to be completed by end of July
Accountable Officer	Executive Director of Finance and Resources	Head of Human Resources and Organisational Development	Policy and Projects Manager	Head of HR and OD	Head of HR and OD	Head of HR and OD	Head of HR and OD	Policy and Projects Manager	Policy and Projects Manager
Officer responsible for implementation	Head of HR Strategy, Policy and Projects	Policy and Projects Manager	Senior Systems Analyst	Policy and Projects Manager	Policy and Projects Manager	Policy and Projects Manager	Policy and Projects Manager	Management Information Officer	Management Information Officer

Recruitment and Retention						
Objective	To engage with communities of interest to develop an approach that will encourage applications from groups that are currently underrepresented within the council's workforce and monitoring success rates to identify trends. To develop an approach that will create a working environment that will facilitate the retention of under-represented groups so they can fulfil their potential.					
Key Action	Re-establish a relationship between the BME voluntary and community organisations and the council	Gain an understanding of the council's image as an employer within the BME and white other communities	Re-visit the previous advertising campaign that was successful in attracting applications from groups under-represented within the council's workforce	Emphasise to all potential job applicants the importance of disclosing their personal equality monitoring information	Improve information about different ethnic groups within the City to enable informed analysis of recruitment data	Review content of recruitment and selection training to ensure it addresses equality and diversity issues effectively and make it mandatory for recruiting managers
Summary of Impact	Dialogue with communities will assist in shaping our approach to marketing of our jobs & apprenticeships. The council becoming an employer of choice for local people from minority groups.	Increase in applications from communities engaged with. Improved relationship with communities.	Increase in applications from communities engaged with.	Improvement in diversity monitoring by exploring best practice across the country. An organisation responds better to its clients if they are represented in the organisation's workforce.	More detailed and extensive data, information and knowledge about the different ethnic groups in the city that can be used across all services in the council to inform their service design and delivery.	Ensure consistency of practice tied to organisational values and procedures. Recruitment and selection training addressing key equality issues such as unconscious bias.
Resources Required	HR Recruitment representatives will work with 'Interested Champions' from around the organisation, Communities and Equality Team, Community Safety Team, Time needed to attend community meetings.	Financial resources required to undertake independent review of councils perception as an employer by local communities (TMPW), Information gathered will influence contact with communities and involvement in the development of the DiverseCity recruitment branding.	Communications, Financial resources required in building on our current DiverseCity branding. Review Census data in improving knowledge of communities.	Time & resources to amend current information. Included in discussions with communities. Consider best practice nationally.	HR Systems Team, HR Policy and Projects Team, Community Safety, Research and Consultation; Communities and Equality Team.	Recruitment strategy and delivery teams support in delivery. Resource for delivery from current Workforce Development & Children's Team.
Progress Made	This work will build on the work already being done by teams listed above, there are already some established relationships with communities in the City.	This work will build on the existing DiverseCity branding / campaign and will build on existing community links.	This work will build on the existing DiverseCity branding / campaign and will build on existing community links.	Online applications now have the monitoring form as mandatory, although applicant can still tick 'Prefer not to say'.	Steering group established and a BME state of the city statistical snapshot to be completed by July 2013. Following which the steering group will oversee any engagement process to gather more detailed and specific data to respond to gaps and issues identified in the snapshot.	Meeting with officers to look at content and reviewing who delivers. Meeting with Head of HR, Business Partners and Head of Coaching and Advice to identify joint working and delivery. Recruitment and Selection e learning training has been reviewed and amended to incorporate values and behaviours and reflect Global HPO recommendations agreed with Recruitment Strategy & Delivery Manager and

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						Policy & Projects Manager. Data on recruiting Managers to be shared quarterly from the recruitment Strategy and Delivery Team to allow cross referencing Surf2Learn and Pier L&D data to confirm attendance of workshop in last 3 years and E-learning in last year.
Key Action (repeat)	Re-establish a relationship between the BME voluntary and community organisations and the council	Gain an understanding of the council's image as an employer within the BME and white other communities	Re-visit the previous advertising campaign that was successful in attracting applications from groups under-represented within the council's workforce	Emphasise to all potential job applicants the importance of disclosing their personal equality monitoring information	Improve information about different ethnic groups within the City to enable informed analysis of recruitment data	Review content of recruitment and selection training to ensure it addresses equality and diversity issues effectively and make it mandatory for recruiting managers
Deadlines for Completion	Ongoing process of engagement	December 2013	November 2013	September 2013	December 2013	October 2013
Interdependencies	Links with the BME needs assessment work. Linked to work around apprenticeships and with links to Job Centre Plus.	Communications Team	The building of the brand needs to build on the community engagement undertaken previously and have the support of the forums.	Links to Recruitment and Selection Policy. Linked to community engagement work to explore reasons for non-disclosure.	BME Needs Assessment currently underway - key mechanism for achieving this action.	Monitoring of managers who have attended recruitment and selection training cross referenced with Recruitment and Selection data of recruiting managers actively recruiting. Follow up action if recruitment policy not followed tied to equality monitoring and informed analysis of recruitment data.
Accountable Officer	Head of HR and OD	Head of HR and OD	Head of HR and OD	Head of HR Strategy, Policy and Projects	Head of Communities and Equality	Head of Workforce Development
Officer responsible for implementation	Recruitment strategy and delivery manager	Recruitment strategy and delivery manager	Recruitment strategy and delivery manager	Recruitment strategy and delivery manager	Senior Analysis and Research Officer	Workforce Development Manager

Training and Development

Objective	To review and improve training for all staff, Councillors and workers forums ensuring that Equalities and Diversity issues are effectively addressed					
Key Action	Review and improve Equality and Diversity training, including elearning, to ensure it effectively addresses equality and diversity issues	Review and improve management development programmes to ensure managing diversity is integral and managers are equipped to understand their role in supporting staff with protected characteristics	Review and improve induction training to ensure it addresses Equality and Diversity effectively	Establish a mechanism for Steering Group members of the Workers' Forums to learn about, and from, each other and collaborate more	To ensure an appropriate Equality and Diversity briefing, engagement and training programme is available to all Councillors	To ensure an appropriate trans awareness training programme is available all staff and councillors focussing initially on those working in customer-facing roles
Summary of Impact	Specific E & D learning and development interventions will enable participants to understand and model appropriate values and behaviours.	Leadership and management qualification programmes with embedded, integrated E & D will enable managers to understand and model appropriate values and behaviours and challenge colleagues when standards are not met.	The review will identify strengths & weaknesses in current induction programme and areas to develop. New staff to the Council or those who change roles will understand the Council's approach to E & D and be able to model appropriate values and behaviours.	Better understanding between the forums of the challenges they share and have different. Identification of joint action they can take and benefit of group learning.	Specific E & D learning and development interventions will enable Members to understand and model appropriate values and behaviours.	Specific trans awareness learning and development interventions will enable staff and Members to understand and model appropriate values and behaviours.
Resources Required	Existing resources to commission or deliver learning and development interventions. Additional budget may be required depending on the extent of the programmes. Involvement of the Communities and Equality team. Involvement of forums in shaping offer.	Existing resources to commission or deliver accredited learning and development interventions. Additional budget may be required depending on the extent of the programmes. Involvement of the Communities and Equality team.	Existing resources to commission or deliver induction training. Involvement of the Communities and Equality team. Colleagues in O.D. to help articulate organisational need & expectations re induction.	Funding to secure external training if in-house provision unsuitable, Communities and Equality Team staff time.	Workforce Development Manager Involvement of the Communities and Equality Team.	Democratic Services Involvement of Communities and Equality Team Additional budget may be required depending on the extent of the programmes.
Progress Made	Chief Executive has met some of our external training providers to outline her expectations. Begun to identify potential external providers of both e-learning and workshops. Review of E&D e-learning in progress. Reviewing all corporate offers to identify how E&D incorporated into delivery when appropriate.	Chief Executive has met some of our external training providers to outline her expectations. Meetings booked with CMI management programme providers. Met with Coaching and Mentoring training providers to share Global HPO findings and recommendations.	Values and Behaviours now being incorporated into Induction training. Foundation Learning Programme being reviewed, which will inform cross-referencing with ASC and CYPT induction requirements to ensure values and behaviours are incorporated so there is a consistent equality and diversity message through all inductions.	Draft learning and development programme produced with the forums. This will be revisited following the elections of new steering group members for 2013/14 which has been delayed whilst new terms of reference have been produced and agreed between the forums and the executive leadership team. Joint fora meetings have been called approx. every three months and an induction plan is in place for new steering group members.	Meeting held to discuss training. E&D training for Members being organised. Suggested format is overarching E&D course plus 3 courses with guest speakers on Race, Transgender and Disability. Course outlines provided. Due to run end of July. Evaluation of course to inform future training. SharePoint site for Members in development to hold all training materials for future reference.	Procurement of Trans awareness training for Housing staff is underway. Equalities L&D Programme for Members includes a Transgender Awareness Workshop to be delivered in July 2013.

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Key Action (repeat)	Review and improve Equality and Diversity training, including elearning, to ensure it effectively addresses equality and diversity issues	Review and improve management development programmes to ensure managing diversity is integral and managers are equipped to understand their role in supporting staff with protected characteristics	Review and improve induction training to ensure it addresses Equality and Diversity effectively	Establish a mechanism for Steering Group members of the Workers' Forums to learn about, and from, each other and collaborate more	To ensure an appropriate Equality and Diversity briefing, engagement and training programme is available to all Councillors	To ensure an appropriate trans awareness training programme is available all staff and councillors focussing initially on those working in customer-facing roles
Deadlines for Completion	October 2013	September 2013	October 2013 review completion. Where the opportunity arises there will be adjustments to the current offer pending a more fully revised offer. Fully revised programme to commence April 2014.	July/August 2013 and then ongoing to delivery.	August 2013 and then repeated after 2015 elections.	To be explored in 2013
Interdependencies	A comprehensive assessment of organisational L & D needs is being undertaken including elearning.	Formal programmes commissioned from external providers will contextualise E & D topics. Detail will be provided by in-house training or specific E & D training as agreed.	Corporate induction part of the Foundation Learning Programme. The comprehensive assessment of L&D needs to include e-learning. Colleagues in OD to articulate organisational need in relation to induction, equalities, values and behaviours.	Agreement of the new terms of reference for the workers forum and elections for steering group members 2013/14.	Needs to reflect the Code of Conduct for Members embedding the values and behaviours. Members support the Corporate Plan priority on Reducing Inequality.	Exploration underway as to whether we can join up with other public training providers.
Accountable Officer	Head of HR and OD	Executive Director for Finance and Resources / Head of HR and OD	Executive Director for Finance and Resources / Head of HR and OD	Head of Policy	Head of Democratic Services	Head of Workforce Development
Officer responsible for implementation	Workforce Development Manager	Workforce Development Manager	Workforce Development Managers	Head of Communities and Equality	Democratic Services Manager	Workforce Development Manager

Policies

Objective	To ensure that the council has a comprehensive framework of HR and OD policies and procedures that through regular reviews including the use of EIAs continue to reflect legislation and best practice					
Key Action	Provide Equality Impact Assessment training for staff, prioritising Human Resources staff	Regularly review Human Resources & Organisational Development policies and procedures to ensure they reflect legislation and best practice	Re-launch the revised Dignity and Respect at Work Policy raising awareness of the organisation's values and behaviours	Improve and re-launch mediation as a method of resolving conflict in working relationships without the need to use formal procedures	Review the Trans Toolkit * taking into account the recommendations of the Trans Equality Scrutiny Panel <i>* The "Trans Toolkit" provides advice and guidance for staff and managers to enable the effective inclusion of trans people in the workplace</i>	Review the recruitment and selection policy and practices to ensure they are applied in a clear, consistent, fair and reasonable manner, taking a positive action approach when appropriate
Summary of Impact	Staff understand how to complete effective and meaningful EIAs, their link with equality monitoring and engagement, how they improve service delivery and how they enable us to meet our legal duties.	Provides a framework that enables managers to manage their staff effectively and in a way that is consistent with the council's values and behaviours.	Supports the development of a respectful and inclusive culture where discrimination, bullying and harassment are not tolerated.	An easily accessible and well promoted mediation service will encourage the early resolution of conflict before problems become entrenched or enter in formal processes. This will reduce costs and stress involved and improves employee relations.	Supports the effective inclusion of trans people within the workplace.	Enables the council to attract, recruit and promote the best talented individuals regardless of their protected characteristic(s).
Resources Required	Communities & Equality Team time and time for teams receiving training.	Trade Unions, Workers Forums, HR Coaching & Advice and Business Partners, Communities & Equality team, Employment Lawyer, Internal Communications.	Internal Communications Team, HR Coaching & Advice and Business Partners.	Procurement, Trade Unions, Workers Fora, HR Coaching and Advice Team, interested senior managers/other staff as required.	Trade unions, Workers Forums (particularly LGBT), HR Coaching & Advice and Business Partners, Employment Lawyer, external source of expertise in trans issues, internal communications team.	Workers Forums, Trade Unions, managers/Head teachers, HR Coaching & Advice and Business Partners, Recruitment team, HR Business Improvement Team, OD Team, Communities & Equality team, JobCentre Plus, Employment Lawyer, Internal Communications Team.
Progress Made	Training will be provided on a rolling programme starting, from the establishment of Directorate Equality Groups and will be evaluated annually.	Employee Code of Conduct has been reviewed to incorporate Values and Behaviour.	Policy is being refreshed to reflect the organisation's values and behaviours and revised process for raising complaints.	Initial scoping of project and defining possible approach complete.	Work is underway to review the Toolkit.	Review underway for recruiting progress for casual workers.

Key Action (repeat)	Provide Equality Impact Assessment training for staff, prioritising Human Resources staff	Regularly review Human Resources & Organisational Development policies and procedures to ensure they reflect legislation and best practice	Re-launch the revised Dignity and Respect at Work Policy raising awareness of the organisation's values and behaviours	Improve and re-launch mediation as a method of resolving conflict in working relationships without the need to use formal procedures	Review the Trans Toolkit taking into account the recommendations of the Trans Equality Scrutiny Panel	Review the recruitment and selection policy and practices to ensure they are applied in a clear, consistent, fair and reasonable manner, taking a positive action approach when appropriate.
Deadlines for Completion	Rolling programme to commence following Directorate Equalities Groups relaunch.	Rolling programme to commence following Directorate Equalities Groups relaunch.	End of June 2013	Launch by 1 October 2013	April 2014	April 2014
Interdependencies	Directorate Equalities Groups, which have been reinstated and meetings are commencing.	Ensure consistency with OD policies and L&D training/induction programmes.	Ensure consistency with council's values and behaviours. Ensure behaviours supporting dignity and respect in the workplace are embedded within L&D induction and manager training programmes.	Will be linked to reviews of the Dignity and Respect at Work Policy.	Trans awareness training being procured by L&D. Ensure trans issues are incorporated in E&D training programmes including elearning. Trans Equality Scrutiny Panel.	Change of recruitment software (scheduled for later in 2013).
Accountable Officer	Head of Communities and Equality	Head of HR Strategy, Policy and Projects	Head of HR Strategy, Policy and Projects	Head of HR Strategy, Policy and Projects	Head of HR Strategy, Policy and Projects	Head of HR Strategy, Policy and Projects
Officer responsible for implementation	Equalities Coordinator	Policy and Projects Manager	Policy and Projects Manager	Head of Coaching and Advice	Policy and Projects Manager	Recruitment strategy and delivery manager and Policy and Projects Manager