

WORKFORCE DATA & ANALYSIS - To improve the capture, quality, analysis and reporting of equalities workforce information to the Workforce Equalities Group and to senior managers					
	KEY ACTION	LEAD	UPDATE	ISSUES	RAG Q4
1.	Improve the capture, quality, analysis and reporting of equalities workforce information to senior management	Head of HR Strategy, Policy & Projects	<ul style="list-style-type: none"> Workforce data as at 31 December 2013 is being published on the council's website as part of the council's Public Sector Equality Duty under the Equality Act. This information includes not only the council's workforce profile but also data relating to employee relations casework. Workforce and Recruitment data for Q1 and Q2 2013/14 has been analysed and presented to the Workforce Equalities Group (WEG). HR staff have been reminded of the need to make sure that equality data for new recruits is transferred from the current recruitment system, i-grasp, to the main PIER system. The way in which workforce equalities data is presented in HR's Our People Data (OPD) reports has been improved and now reflects the new monitoring categories and workforce targets. White Other and White Irish groups are now monitored separately The level of unknown equalities monitoring information is now also included as standard. The new format was launched in December along with a statement explaining the context and rationale for changing the way in which the council will be monitoring its workforce in the future. The breadth of data has been increased to include the workforce profile broken down by grade and contract type and there are plans to further expand the information within these reports over the coming months. The new OPD report also enables senior managers to compare their directorate workforce profile against that for the council as a whole. 	<ul style="list-style-type: none"> Need to ensure that HR staff transfer equalities data for successful external applicants from i-grasp to PIER to mitigate an increase in the level of "unknowns" within the workforce data. 	G
2.	Develop an approach that increases the number of staff providing their equality information and focussing on service areas where participation is low	Policy & Projects Manager	<ul style="list-style-type: none"> A new drive to encourage staff to update their equalities information on PIER was communicated in the April 2014 ELT Briefing to all staff. A corporate broadcast e-mail message and communications on The Wave and Wave bulletin are taking place in May. The previous return rates of equality monitoring forms from CityClean and CityParks were extremely disappointing. HR is therefore attending the Training & Communication events being held at CityClean in May 2014 to encourage staff to complete monitoring forms. Arrangements are being made for HR to carry out a similar exercise in City Parks 	<ul style="list-style-type: none"> A lack of engagement by staff who might consider this to be just a "tick box" exercise, which is why this action is rated as AMBER 	A
3.	Produce equalities non-disclosure lists* as part of monthly workforce data reports to Executive Leadership Team and Directorate Management Teams	Senior Systems Analyst	<ul style="list-style-type: none"> The percentage of "unknowns" within individual directorates has now been included in the HR OPD report which is circulated to directorate management teams on a quarterly basis (see Key Action 1). 		G

4.	Review and update workforce targets by comparing the workforce profile, wherever possible, with the City's economically active community profile	Policy & Projects Manager	<ul style="list-style-type: none"> New workforce targets based on the city's economically active population have been included in the quarterly HR OPD reports (see Key Action 1) 		G
5.	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)	Policy & Projects Manager	<ul style="list-style-type: none"> The outcomes of disciplinary, capability, sickness, probation and grievance cases notified to HR during 2013 were input on PIER in December 2013. The data has been analysed and results are being published on the council's website as part of the organisation's obligations under the Public Sector Equality Duty in the Equality Act. This includes analysis of cases specifically involving alleged bullying and harassment. The improvements that have been made to the way in which bullying and harassment cases are monitored means that we are now in a position to identify and monitor cases where the alleged bullying/harassment is based on the protected characteristic(s) of the recipient. This data will be shared with the WEG and ELT. 	<ul style="list-style-type: none"> Meaningful analysis is dependent upon good quality data with casework details being promptly and accurately recorded. A reduction in the level of "unknowns" within the council's workforce data is vital if the equality impact of council policies and procedures is to be determined and trends identified. 	G
6.	Establish a monitoring process that captures information on casual/agency workers by service area and grade	Policy & Projects Manager	<ul style="list-style-type: none"> The equalities data reports provided by Guidant Group (formerly known as Carlisle Managed Solutions) in relation to the council's use of agency workers have been reviewed. The Guidant Group are the council's mandated contract supplier for agency, temporary and interim staff. A meeting has taken place with representatives from Guidant Group to discuss: <ul style="list-style-type: none"> implementation of new contract KPI's in light of the revised council equalities workforce targets revising equality monitoring categories to reflect those now used by the council the methodology used to determine the equalities profile of agency workers engaged by the council Equality monitoring information for the council's casual workforce will be captured by sending monitoring forms to individuals at the time they receive their new casual contracts of employment. This work is underway. 	<ul style="list-style-type: none"> Ability of Guidant Group's IT systems to produce the information we require, which is why this action is rated AMBER A lack of engagement by casual staff who might consider this to be just a "tick box" exercise 	A
7.	Review and improve the process by which staff who are leaving can feedback their experience of working for the council	Policy & Projects Manager	<ul style="list-style-type: none"> The revised draft of the exit questionnaire has been agreed with the Workforce Equalities Group. Reasons for leaving on PIER are in the process of being reviewed to ensure better identification of reasons for leaving and an automated workflow system is being built that will enable managers to be reminded to complete exit interviews with their staff and to despatch the exit questionnaire to leavers. An online exit questionnaire has been built into the council's Consultation Portal and this is currently being tested with approximately 40 leavers from Children's Services. 	<ul style="list-style-type: none"> Low exit questionnaire return rates will compromise the ability of the council to identify issues/trends requiring action. 	G
8.	Produce regular quarterly management information reports	Management	<ul style="list-style-type: none"> See Key Action 1 	<ul style="list-style-type: none"> Prompt updating of recruitment data in i-Grasp is required to 	G

	(including recruitment data and non-disclosure lists) to Executive Leadership Team and Directorate Management Teams highlighting issues/trends for review and action	Information Officer		<p>ensure good quality and accurate data for analysis.</p> <ul style="list-style-type: none"> • Need to ensure that HR staff transfer equalities data for successful external applicants from i-grasp to PIER to mitigate an increase in the level of “unknowns” within the workforce data. 	
9.	Provide workforce equality information including recruitment data regularly to the Workforce Equalities Group highlighting issues/trends for review and action	Management Information Officer	<ul style="list-style-type: none"> • Q1 and Q2 2013/14 workforce and recruitment data was presented to the Workforce Equalities Group at its meeting in January 2014. • Data for all of 2013/14 will be presented to the WEG at its next meeting 	<p>ensure good quality and accurate data for analysis.</p> <ul style="list-style-type: none"> • Prompt updating of recruitment data in i-Grasp is required to ensure good quality and accurate data for analysis. • Need to ensure that HR staff transfer equalities data for successful external applicants from i-grasp to PIER to mitigate an increase in the level of “unknowns” within the workforce data. 	G

RECRUITMENT & RETENTION - To engage with communities of interest to develop an approach that will encourage applications from groups that are currently underrepresented with the council's workforce and monitoring success rates to identify trends

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10.	Re-establish a relationship between the BME voluntary and community organisations and the council	Recruitment Strategy & Delivery Manager	<ul style="list-style-type: none"> It was considered appropriate to review the outcomes of the City BME Needs Assessment prior to beginning this work, given that its outcomes will help inform the council's engagement work with BME communities of interest within the City. Therefore, this work will be moved into the Year 2 action plan 	<ul style="list-style-type: none"> The review of the Recruitment & Selection Policy will be informed by this work. 	R
11.	Gain an understanding of the council's image as an employer within the BME and white other communities	Recruitment Strategy & Delivery Manager	<ul style="list-style-type: none"> This will be achieved through the engagement work above in the Year 2 Action plan. 		R
12.	Re-visit the previous advertising campaign that was successful in attracting applications from groups under-represented within the council's workforce	Recruitment Strategy & Delivery Manager	<ul style="list-style-type: none"> Meetings have taken place with our advertising agency, TMPW, about revisiting our DiverCity campaign, however the original campaign branding which reflected the diversity of B&H is still being used on all external adverts. See also Key Action 13. We have entered into a 12 month pilot with Diversity Jobs where all external council vacancies are advertised. This is a relatively new jobs board website that is already hosting vacancies for some large organisations who place inclusivity high on their corporate agenda, such as Royal Mail, eon and EDF Energy. 	<ul style="list-style-type: none"> Incompatibility of campaign branding with new-look council website Potential cost of campaign Limited external recruitment activity 	A
13.	Emphasise to all potential job applicants the importance of disclosing their personal equality monitoring information	Recruitment Strategy & Delivery Manager	<ul style="list-style-type: none"> We are in the process of reviewing and updating the council's jobs site. This work includes refreshing the equalities information on the site to strengthen its diversity messaging and to publicise the council's values and behaviours framework. As part of this work, a prominent message will be used to explain the importance of providing personal equality information as part of the application process and how this data will be used to help the council increase the diversity of its workforce. 	<ul style="list-style-type: none"> Potential costs of system redesign 	A
14.	Improve information about different ethnic groups within the City to enable informed analysis of recruitment data	Senior Analysis and Research Officer	<ul style="list-style-type: none"> Recruitment equalities monitoring form has been amended to ensure that the categories reflect the principal communities within the City (as identified in the 2011 Census) and are consistent with the categories used for monitoring purposes by other council services Collaboration with the Performance & Analysis team has continued. Both teams worked closely together to ensure HR performance indicators within the Organisational Health report reflected the newly introduced workforce targets. 		G
15.	Review content of recruitment and selection training to ensure it addresses equality and diversity issues effectively and make it mandatory for recruiting managers	Workforce Development Manager	<ul style="list-style-type: none"> The Recruitment & Selection e-learning module and skills workshop have been updated to address issues of unconscious bias within the recruitment and selection process. A more in depth review will take place in Year 2 of the action plan and a toolkit will be developed for recruiting managers that will support the e-learning. 	<ul style="list-style-type: none"> We are exploring how we can ensure that recruiting managers attend the training before conducting any interviews. 	A

TRAINING & DEVELOPMENT - To review and improve training for all staff, Councillors and workers forums ensuring that Equalities and Diversity issues are effectively addressed					
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16.	Review and improve Equality and Diversity training, including e-learning, to ensure it effectively addresses equality and diversity issues	Workforce Development Manager	<ul style="list-style-type: none"> An initial review of the Equality and Diversity e-learning (Introduction to Equality & Diversity/ Equality & Diversity for Managers) has been undertaken. However a more in depth review is planned and Global HPO has been engaged to undertake this work. A report has been submitted to HRLT regarding Equality & Diversity skills workshops and agreed in principle. The finalised report is being submitted to ELT for support and funding as training budgets come under pressure for 2014-15. 	<ul style="list-style-type: none"> The report is still to be submitted to ELT which is why this action is rated as AMBER. 	A
17.	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	Workforce Development Manager	<ul style="list-style-type: none"> There are currently 2 providers of Chartered Management Institute (CMI) qualifications. The provider for the CMI Leadership and Management suite has a couple of future bookings (to the end of the financial year) and has incorporated the new organisational values & behaviours framework into their delivery as well as equality and diversity content for B&HCC across all of the modules they deliver. This framework also acts as guidance for their trainers on how equality and diversity issues should be addressed throughout the programme. A decision is to be taken shortly about the future of the CMI Programme. The Living Our Values Every Day leadership development programme is to be delivered during 2014-15 to all managers in the organisation. A key part of this programme will be to improve the skills and confidence of managers to ensure they can effectively support staff with protected characteristics in the workplace. 	<ul style="list-style-type: none"> Outcomes from our Living Our Values Every Day Programme will impact on future commissioning of training which will take into account recommendations in the Global HPO report 	G
18.	Review and improve induction training to ensure it addresses Equality and Diversity effectively	Workforce Development Managers	<ul style="list-style-type: none"> Council wide and service specific inductions have all been reviewed and updated to reflect the emerging needs of staff. 	<ul style="list-style-type: none"> Further changes to the induction training will be required following the review and improvement of the Equality and Diversity e-learning (outlined in key action 16). It is for this reason that this action is rated as AMBER. 	A
19.	Establish a mechanism for Steering Group members of the Workers' Forums to learn about, and from, each other and collaborate more	Head of Communities, Equality & Third Sector	<ul style="list-style-type: none"> Quarterly joint Fora steering group meetings took place in 2013/14 and learning and development needs were identified for 2013/14 During January and February 2014 steering group members attended training sessions on Diversity Awareness and Publicity & Marketing. Lunchtime briefings are currently being planned on EIAs and HR policies. A number of 'Job roles' have been identified within each Forum. These roles are similar across the four forums which means that individuals in similar/same "job roles" within different Forums can share information, contacts and approaches. All induction sessions have been held with new and existing steering group members Each forum has been asked to review the current spend and forecast for the remainder of the year and produce a spending forecast for 2014/15 based on a £3,000 budget. Finalised plans will go to ELT in April 2014 		G

20.	To ensure an appropriate Equality and Diversity briefing, engagement and training programme is available to all Councillors	Democratic Services Manager	<ul style="list-style-type: none"> • An Equality and Diversity Programme for Members has been commissioned and delivery of the programme took place in April 2014 • Members' induction is also being reviewed and it is intended to have equalities and diversity briefings/workshops featured within the programme. 		G
21.	To ensure an appropriate trans awareness training programme is available to all staff and councillors focussing initially on those working in customer-facing roles	Workforce Development Manager	<ul style="list-style-type: none"> • The Equality and Diversity Programme for Members now includes a module on Trans awareness. • Specific Trans awareness training has been delivered to staff in housing and is now planned for ASC. • Equality & Diversity e-learning will include a specific module focusing on Trans awareness. • The need for further service- specific training will need to be assessed. 	<ul style="list-style-type: none"> • The scope and ambition of the recent Scrutiny Panel report was very ambitious for the City. The council has limited resources to fund a council-wide Trans-specific awareness programme. Therefore, training has been targeted at some key services and Members. However, the plan to cover Trans issues as part of the re-design of the council's corporate equalities and diversity programme will mean that Trans awareness of all employees will be improved. 	G

POLICIES - 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

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22.	Provide Equality Impact Assessment training for staff, prioritising Human Resources staff	Equalities Coordinator	<ul style="list-style-type: none"> EIA training has been reviewed and revised to respond to GHPO and training has been delivered based on the new template and guidance being used across the council. EIA training sessions have been held for the following HR teams: Policy & Projects (23Jan), HR Business Partners and Occupational Health (29Jan), Health & Safety (12Feb), Learning and Development (20Mar) and Coaching & Advice (08Apr). Overall a total of 140 staff have been trained between Dec and April from 14 teams across the council. Further training is being identified and planned on a continuing basis. In addition individual meetings with staff to discuss specific EIAs are regularly held. 		G
23.	Regularly review Human Resources & Organisational Development policies and procedures to ensure they reflect legislation and best practice	Policy & Projects Manager	<ul style="list-style-type: none"> A part of our on-going programme of policy review, the review of the Whistleblowing Policy was completed and approved by P&R in March 2014 		G
24.	Re-launch the revised Dignity and Respect at Work Policy raising awareness of the organisation's values and behaviours	Policy & Projects Manager	<ul style="list-style-type: none"> The revised Dignity at Work Policy was launched in September 2013 along with a message from Penny Thompson in her weekly blog stating zero tolerance of bullying and harassment within the organisation. Analysis of bullying/harassment cases will be carried out as part of the wider analysis of HR casework (see first Workforce Data & Analysis key action above. Data is being published on the council's website along with other workforce data. An EIA on the refreshed policy is scheduled to be carried out in the next couple of months. 	<ul style="list-style-type: none"> Meaningful analysis is dependent upon good quality data with casework details being promptly and accurately recorded. A reduction in the level of "unknowns" within the council's workforce data is vital if the equality impact of the policy is to be assessed and trends identified. 	G
25.	Improve and re-launch mediation as a method of resolving conflict in working relationships without the need to use formal procedures	Head of Coaching & Advice	<ul style="list-style-type: none"> A workplace mediation scheme has now been developed and published following consultation with the Trade Unions and Workers Forums. Further work will now take place to publicise and raise the profile of mediation as a tool for resolving issues informally. 		G
26.	Review the Trans Toolkit taking into account the recommendations of the Trans Equality Scrutiny Panel	Policy & Projects Manager	<ul style="list-style-type: none"> An initial review of the Trans Toolkit has taken place and further consultation is now taking place with key stakeholders (particularly the LGBT Worker's Forum) on any further amendments/additions that should be included. An external expert has agreed to Peer review the revised policy. 	<ul style="list-style-type: none"> Following an initial review, it is considered that the toolkit would benefit from a more detailed review which is why this action is rated as AMBER. 	A
27.	Review the recruitment and	Recruitment,	<ul style="list-style-type: none"> This work has been carried over to the Year 2 Action Plan along with with the 	<ul style="list-style-type: none"> The in-depth review of the recruitment and selection policy will 	A

	<p>selection policy and practices to ensure they are applied in a clear, consistent, fair and reasonable manner, taking a positive action approach when appropriate.</p>	<p>Strategy & Delivery Manager and Policy & Projects Manager</p>	<p>necessary BME community engagement work that will inform this review. (Work with communities of interest will be informed by the findings from the recent BME Needs Assessment work).</p> <ul style="list-style-type: none"> • Work is currently underway to scope the review of the policy and current practices. Priority will be given initially to how the current policy is being applied in practice. 	<p>be informed by the outcomes of the community engagement work which has been carried forward into the Year 2 Action Plan. It is for this reason that this action is rated as AMBER.</p>	
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