

## Workforce Equalities Action Plan 2014-2015 Year two 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	Expand the scope of equalities workforce information that is captured, analysed and reported to senior management, focussing on internal promotions , activity under formal HR procedures including bullying and harassment	Continue to improve the quality of equalities workforce information by developing a strategic approach to instil confidence in staff to provide their personal equality information, focussing particularly on service areas where participation is low	Produce an annual equalities report for ELT, DMT's and the WEG highlighting issues//trends for review and action	Scrutinise recruitment and selection activities to identify potential barriers to employment for applicants from groups under-represented within our workforce and address these	Develop an approach to improve communication on equalities issues throughout the workforce, focussing particularly on those staff without access to the intranet	Continue to improve the capture, quality and analysis of equality information relating to casual/agency workers by service area, grade and their level of migration into the contracted workforce	Improve the capture and analysis of exit data provided by staff leaving the council and provide regular reports to Executive Leadership Team and Directorate Management teams highlighting issues/trends for review and action	Continue to produce regular quarterly management information reports (including recruitment data and levels of non-disclosures) to Executive Leadership Team, Directorate Management teams, Directorate Equality teams and the WEG highlighting issues/trends for review and action

### 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	Following the BME needs Assessment work, 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	Refresh the council's Jobs website to strengthen diversity messaging to encourage applications from groups under-represented within the council's workforce	Gain an understanding of how the recruitment and selection process impacts on specific BME groups, including those from the Bangladeshi community * and use this to inform action planning  <i>*This community is of particular interest as a particularly high proportion of its members are economically active</i>	Continue to improve information about different ethnic groups within the City to enable informed analysis of recruitment data	Further develop content of recruitment and selection training to ensure it addresses equality and diversity issues effectively (including the importance of equality monitoring) and make it mandatory for recruiting managers	Create a pool of staff with expertise in recruitment and selection to support inexperienced managers on recruitment panels	

### Training and Development

<b>Objective</b>	To review and improve training for all staff, Councillors and workers forums ensuring that Equalities and Diversity issues are effectively addressed								
<b>Key Action</b>	Further review and improve Equality and Diversity training, including elearning, to ensure it effectively addresses equality and diversity issues	Further 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	Further review and improve induction training to ensure it addresses Equality and Diversity effectively (including trans awareness , the importance of equality monitoring and providing personal equality data)	Continue to develop the programme for Steering Group members of the Workers' Forums to learn about, and from, each other and collaborate more	To ensure Equality and Diversity (including trans awareness) is incorporated within the induction programme for all Councillors	English as a second language (ESL) training needs assessment to be undertaken for relevant staff, focussing on the use of English in a business context.			

### Policies

<b>Objective</b>	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								
<b>Key Action</b>	Develop short information guides for staff who are subject to formal HR processes	Continue to regularly review Human Resources & Organisational Development policies and procedures to ensure they reflect legislation and best practice	Monitor and evaluate the effectiveness of the Mediation Scheme in resolving conflict in working relationships without the need to use formal HR processes	Develop a suite of key "markers" within the annual Staff Survey to enable the council's progress on equality and diversity issues to be assessed and monitored	Following the review the Trans Toolkit * , develop an approach to understand better the needs/issues of trans employees and use this feedback to inform action planning  <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			