

Appendix 4

EQUALITIES ACTION PLAN 2018/19 – 2020/21

| Action | Deliverable(s) | Owner | Timeline Start | Timeline Finish | Cost £ | Additional Budget Required £ |
|---|--|----------------------|----------------------|----------------------|--------|------------------------------|
| Training | | | | | | |
| Mandatory all staff and management training | E learning diversity awareness programme for all staff Deliver a modular programme for managers covering : <ul style="list-style-type: none"> • Creating an inclusive work environment • Being a role model for diversity • Understanding unconscious bias | C Harvey | Nov 2018 | Jan 2019 | 30k | |
| Recruitment refresher training for recruiting managers | 'Just in time' recruitment refresher training and on-line briefing material and guidance for recruiting managers. To be continually updated as we refresh procedures and equalities training. | J Thorne | In situ | Ongoing | - | - |
| Recruitment & HR Procedures | | | | | | |
| Recruitment roadshows | Series of roadshows/ open days/ taster sessions understanding of the careers and job roles that the Council has to offer. Also giving access to ongoing support and coaching for future vacancies. Particularly applicable for entry level jobs in large teams: <ul style="list-style-type: none"> • Revenues and Benefits • Customer Service • Youth Ambition | J Thorne | In situ | Ongoing | - | - |
| Stratified sampling of recruitment schemes across service areas | Understanding of stages and potential reasons why members of BAME groups do not progress through recruitment process | P Adams | July 2018 | Aug 2018 | - | - |
| Improve equalities reporting on iTrent | Reduction in proportion of staff with 'not specified' or 'not declared' records on iTrent in conjunction with Unions. Promote data reporting during the on-boarding process | H Bishop J Thorne | Sep 2018 Oct 2018 | Oct 2018 On-going | - | - |
| Review of recruitment methods and placement | Improved recruitment process (including JD content and language) and advertising 'streams' (including social media and local community publications) To include meeting with Community leaders to review and improve our procedures and methods | J Thorne | Oct 2018 | Mar 2019 | - | - |
| Staff reference group | Establish a group of officers representing the breadth of protected characteristics which can act as a guide on anything from recruitment processes and staff retention to workplace culture | C Harvey | Nov 2018 | Dec 2018 | - | - |

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|---|--|--------------------|-----------------------|------------------------|---------------|-------------------------------------|
| Survey of job applicants | Greater insight into where job applicants look for jobs | J Thorne | Oct 2018 | Mar 2019 | - | - |
| Survey of unsuccessful job applicants | Greater insight into why job applicants withhold information on ethnicity, disability, sexual orientation and religious belief | J Thorne | Oct 2018 | Mar 2019 | - | - |
| Action | Deliverable(s) | Owner | Timeline Start | Timeline Finish | Cost £ | Additional Budget Required £ |
| Exit feedback | Manager to encourage staff member to complete online exit feedback form prior to leaving. Greater insight into reason(s) for staff leaving and areas for action/improvement the Council could consider. | J Thorne | Oct 2018 | Ongoing | - | - |
| Internal and External Communications | | | | | | |
| Draft campaign | Employer of Choice "Silver" campaign and internal communications plan | A Patel | Aug 2018 | Sep 2019 | 1.5k | |
| Development of 'employer brand' | Improved information for job applicants about the council, career and development opportunities. Further promotion of the City Council welcoming applications from BAME candidates. | A Patel / J Thorne | Sep 2018 | Ongoing | - | |
| Publication of workforce equalities report | | P Adams | Oct 2018 | Oct 2018 | - | - |
| 62 Equalities Week | Development and implementation of an Equalities Week programme to include: Launch of training programme Recruitment of Equality Reference group Cultural awareness events Demographics of City Communities comms | A Patel/C Harvey | Nov 2018 | Dec 2018 | £5k | - |
| Positive Action | | | | | | |
| Internal positive action | Through the HRBP's encourage managers to have career coaching discussions with BAME staff in relation to: <ul style="list-style-type: none"> • Internal management training • Coaching via the OD team • Using the apprenticeship levy for career development qualifications • Shadowing with managers | Paul Adams | Nov 2018 | On-going | Nil | |
| Job application support | Ongoing support in applying for current vacancies in terms of CV writing and interview advice using HR professionals and focused on for BAME candidates Identify process to include this in recruitment campaigns. Incorporate Equality reference group in process and train | C Harvey | Oct 2018 | Ongoing | - | - |
| Talent pool of BAME candidates | To develop a process to keep unsuccessful candidates and applications from roadshows informed of new vacancies as they arise | J Thorne | Dec 2018 | Mar 2019 | - | - |

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| Work experience/work placement programme* | Co-ordinated programme of work experience/work placement using schools within the City and supported by Service Heads | C Harvey | Oct 2018 | Jun 2019 | - | - |
|---|---|----------|----------------|-----------------|-------------------------------|------------------------------|
| Legal apprenticeship * | To improve the pipeline of Legal professionals | J Thorne | Sep 2018 | Dec 2018 | - | - |
| Senior Leadership Recruitment * | Development of campaign principles to be used as required | J Thorne | Sep 2018 | Oct 2018 | - | - |
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| Graduate Internships (funded)* | Development and implementation of a post graduate internship programme for 3 people across a number of service areas (3 – 12 months). Salary paid in line with higher level apprenticeship rates in City Council. | C Harvey | Apr 2019 | Sep 2019 | 84k Based on 12 months) | 84k |
| Sponsoring professional qualifications | To improve the pipeline of Service Area professionals and focusing on future City skill gaps, work with schools to develop a sponsored programme to enable a person to gain a degree qualification | C Harvey | Apr 2019 | Sep 2019 | £60k pa | £60k pa |

Notes:

*Positive Action: refers to the steps employers can lawfully take to help and encourage people from certain groups who are under-represented in the workplace to apply for jobs and promotions. Whilst a range of positive action can be taken during the actual recruitment process, an employer can take a protected characteristic into account when deciding who to appoint to a job if people with that characteristic are at a disadvantage or under-represented in the employer's workforce. However, the employer would have to take the comparative merits of the other candidates into consideration before making the appointment.

**Apprenticeship Levy – where recruitment activity includes the potential for a qualification to be gained it is possible that this could be funded through the levy funds

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