

Appendix 2

WORKFORCE EQUALITIES REPORT (WER)

WER EQUALITIES ACTION PLAN 2018 to 2021

Action	Deliverable(s)	Status
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 	Complete
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.	Complete
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 	Roadshows delivered in 2018/19 and 2019/20, with future events planned
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	Initial sampling completed. Survey process continues
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	Initial campaign completed. Work continues on updating materials/ processes
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	Initial review of recruitment materials and processes completed. Work continues on updating materials/ processes
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	Complete
Survey of job applicants	Greater insight into where job applicants look for jobs	Initial sampling completed. Survey process continues

Action	Deliverable(s)	Status
Survey of unsuccessful job applicants	Greater insight into why job applicants withhold information on ethnicity, disability, sexual orientation and religious belief	Initial sampling completed. Survey process continues
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.	New process in place. Survey process continues
Draft campaign	Employer of Choice "Silver" campaign and internal communications plan	Complete
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.	Initial review of material complete. Work continues on updating materials/ processes
Publication of workforce equalities report	WER 2015 to 2018 published on Council web site	Complete
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	Complete
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 	Work continues with line managers
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	Work continues with applicants as required
Talent pool of BAME candidates	To develop a process to keep unsuccessful candidates and applications from roadshows informed of new vacancies as they arise	Not complete
Work experience/work placement programme*	Co-ordinated programme of work experience/work placement using schools within the City and supported by Service Heads	Initial pilot schemes complete. Work continues on future programme
Legal apprenticeship *	To improve the pipeline of Legal professionals	Trainee Solicitor appointed

Action	Deliverable(s)	Status
Senior Leadership Recruitment *	Development of campaign principles to be used as required	Work continues on updating materials/ processes
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.	Not complete
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	Not complete

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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