

# Appendix 3

## APPENDIX 3

### WORKFORCE EQUALITIES REPORT (WER)

#### PROPOSED NEW AIMS & OBJECTIVES FOR INCLUSION WITHIN THE WER EQUALITIES ACTION PLAN 2020/21

Aims and objectives	Actions
Increase representation of BAME employees in the workforce and by 1.5% per annum.	<p>Communicate the case for this percentage and why this is a priority to gain commitment and buy in building on the success of equalities week.</p> <p>Equalities ambassadors to analyse learning to date and any further ideas to improve positive action</p> <p>All actions to other aims weighted to focus on achievement of this target.</p> <p>Improve self-reporting of all protected characteristics at on-boarding and continue the campaign with current staff.</p>
<p>Increase representation of BAME at all management levels</p> <p>Increase representation of women at management levels where less than 50% representation</p>	<p>Positive action programme to train future managers and leaders, with places on the programme weighted to include staff from a BAME group and women and colleagues with other protected characteristics.</p> <p>This programme will need to be progressed through normal procurement channels.</p>
Recruitment practices that reduce unconscious bias and increase representation	<ol style="list-style-type: none"> <li>1. Consistent monitoring and application of competence based recruitment that focuses on successful behaviours required including relevant language skills where this would improve the community interface, rather than background or certain experience that may exclude under represented applicants.</li> <li>2. Promotion of roles in schools and community with high percentage of BAME, building on 2019 work and research.</li> <li>3. Target all new management roles to reach out to more under represented applicants especially, BAME and women applicants.</li> </ol>
Pipeline of trained and skilled diverse recruits through apprentice and graduate training schemes	<ol style="list-style-type: none"> <li>1. Review biennial apprentice cohort (Sept2020) to increase number from BAME and disability groups</li> <li>2. Adopt the T Level apprentice scheme to address areas such as planning to improve pipeline of planners from City and from BAME backgrounds.</li> <li>3. Graduate training scheme for future officers with at least two graduates from BAME background.</li> <li>4. Promote the use the apprenticeship levy funds for underrepresented groups.</li> <li>5. Review learning and development budgets with an equality impact assessment to identify further scope for positive action.</li> </ol>

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Aims and objectives	Actions
<p>An inclusive workplace culture that encourages innovation and delivery of accessible services</p>	<ol style="list-style-type: none"> <li>1. Understand from exit interviews, equalities ambassadors and community work the barriers to applying for and remaining in council employment and develop an action plan to improve further.</li> <li>2. When embedded use the management development programme action learning projects to drive a proactive culture that improves service accessibility and diverse team work, as foundations of innovation.</li> </ol>
<p>Network of ambassadors who have the skills and tools to promote, improve and support equalities improvement in services and workplace</p>	<ol style="list-style-type: none"> <li>1. Agree lead for developing and supporting network.</li> <li>2. Invite interested individuals who expressed an interest in becoming equalities champions.</li> <li>3. Train and provide guidance, including facilities to meet regularly as a network, with access to senior leaders to help empower and improve equalities.</li> <li>4. Communicate and recognise positive work by ambassadors at launch and on a six monthly basis to keep momentum.</li> </ol>