

## THE EXECUTIVE

16 DECEMBER 2003

### REPORT OF THE DIRECTOR OF CORPORATE STRATEGY

<b>ANNUAL REPORT ON EQUALITIES AND DIVERSITY IN EMPLOYMENT</b>	<b>FOR DECISION</b>	
<p><i>This Annual Report is presented to the Executive as it provides information regarding the Council's performance in respect of equalities and diversity in employment. It also proposes an action plan for equalities and diversity in employment for 2003 / 2004.</i></p>		
<p><b><u>Summary</u></b></p>		
<p>This report presents</p> <ul style="list-style-type: none"><li>• Statistical information regarding the workforce and our recruitment and selection activity; and</li><li>• Details of the actions taken in 2002 / 03</li></ul>		
<p>in respect of our performance in the area of equalities and diversity in employment.</p> <p>The report proposes a number of actions, in accordance with the Council's 5 Year Equalities and Diversity in Employment Strategy and in response to the information presented in the report, to be taken in 2003 / 04.</p>		
<p><b><u>Recommendations</u></b></p>		
<p>The Executive is asked to:</p> <ol style="list-style-type: none"><li>1. Note the contents of the Annual Report on Equalities and Diversity in Employment;</li><li>2. Agree to the actions recommended for 2003/04, in accordance with the Council's 5 Year Strategy on Equalities and Diversity in Employment; and</li><li>3. Agree to the additional actions recommended for 2003/04, see Appendix 1.</li></ol>		
<p><b><u>Reasons</u></b></p>		
<p>Equalities and Diversity in Employment is one of the 5 key areas identified in the Council's Corporate Equalities and Diversity Policy Framework. It is essential that we continue to develop in this area, so that our practice remains in line with national and local developments and enables the Council to become a best practice employer of choice. We must therefore embark upon a planned programme of continuous improvement.</p>		
<p><b>Contact Officer:</b> John Tatam</p>	<p>Director of Corporate Strategy</p>	<p>Tel: 020 8227 2138 Fax: 020 8227 2918 Minicom: 020 8227 2865 E-mail: <a href="mailto:john.tatam@lbbd.gov.uk">john.tatam@lbbd.gov.uk</a></p>

## 1. Introduction

- 1.1 For a number of years the Council has produced an Annual Report on Equalities and Diversity in Employment. The Council has a special duty to monitor employment under the Race Relation (Amendment) Act 2000 (CRR(A) A).
- 1.2 This year's Annual Report, covering the period 2002/03, will be in a different format to usual. It will better represent the approach used to develop equalities and diversity in employment in the Council.
- 1.3 In June 2002 the Council adopted a 5 year Equalities and Diversity in Employment Strategy. The overall aim of this strategy is to achieve, in relation to employment, the Council's community priority "Promoting Equal Opportunities and Celebrating Diversity".
- 1.4 The Strategy sets a number of strategic aims for equalities and diversity in employment. These strategic aims were further endorsed by the adoption of the new Equalities and Diversity in Employment Policy on 11 March 2003.
- 1.5 The Council's strategic aims in respect of equalities and diversity in employment are as follows:
  - To create an environment which, through all our staff and their individual behaviours and actions, values diversity in the broadest sense. This will include individual's:

▪ Culture	▪ Class
▪ Age	▪ HIV status
▪ Race	▪ Religious beliefs or faiths
▪ Gender	▪ Caring responsibilities for dependants
▪ Ability	▪ Unrelated criminal convictions
▪ Sexuality	▪ Marital status
▪ Gender realignment	▪ Trade Union membership
  - To create an environment where all staff will seek out and express differing opinions and experiences to bring about new solutions, creative ideas and added value for our customers.
  - To have a workforce that reflects, at all levels and in all occupations, the diversity of the community and customers we serve by achieving year on year improvements in the make up of diversity in our workforce.
  - To have a discrimination-free working environment that treats people with fairness, dignity and respect and where the talents and resources of all staff are fully used.
  - That our working practice remains in line with all legal requirements.
  - To provide greater opportunity for everyone to apply for and obtain jobs and promotion, and for individuals in under-represented groups to compete on equal terms.
  - To increase opportunity for all staff to develop and progress within the organisation.

- To increase motivation, commitment, and in turn productivity of all staff, and the retention of skilled and experienced staff in a competitive market place.
- For our practice to continue to be in line with the accreditation standards for “Positive About Disabled People” (Two Tick Symbol).
- To develop the Council’s reputation as a progressive and fair employer and as a result reduce the likelihood of any legal action against the Council.
- To achieve level 5 of the Equalities Standard for Local Government in respect of employment and training.

1.6 The strategy also set a series of actions to be taken over the 5 year period. Appendix 1 gives:

- details of achievement against the performance indicators in relation to each strategic aim as at 31.03.03;
- details of the actions taken in 2002/03 in relation to each strategic aim;
- details of the actions proposed for 2003/04 in relation to each strategic aim.

1.7 Each action is aligned to at least one of the strategic aims which will assist the Council in achieving its overall strategic aim.

1.8 The actions also ensure the Council adheres to national issues, e.g. the Stephen Lawrence Inquiry recommendations.

1.9 Performance indicators have also been aligned to each strategic aim so we can measure our success in achieving it. Some of the indicators are long term, to measure our success at the end of the 5 year period the strategy covers.

## **2. Most significant findings are:**

2.1 In 2002/03 only 1.99% of all applications received were from disabled people. To help increase representation of disabled people in the workplace, it is recommended that we undertake the following in addition to the pre-planned activities in the strategy.

- Managers and other staff must develop an understanding and acceptance of disabled staff, it is recommended that we investigate developing a partnership with an external organisation that places disabled people with employers. The results of these investigations will be reported to the Executive before any formal partnership is agreed.
- It is proposed that we hold a register of disabled people that are interested in working for the Council and automatically send them details of appropriate vacancies every week. If they are interested in any of them they would need to be apply through the usual process. In order to develop the register it would need to be advertised, with local disability community groups, the local Job Centres, and through placing an amended “Look At The Difference” advert in Disability Now. The latter would need to be funded from existing advertising budgets.

- These activities would also help in achieving the performance indicator – “to continually achieve the standards of the ‘Two Tick Employer’ Award”. Recommendations made in respect of that indicator will also assist with this Best Value Performance Indicator.

2.2 The Council must evidence what has been achieved in respect of the employment of disabled people and plan ways to improve, in order to retain “Two Tick” status. It is therefore recommended that we undertake the following in 2003/04 in addition to the pre-planned activities in the Strategy:

- As part of the work to obtain “Two Tick Employer” status, an audit of disabled staff was undertaken in February 2002. It is proposed that a further audit is carried out again in 2003/04, to see if the situation for disabled staff has improved over the last year and the impact of some of the specific initiatives introduced in relation to our “Two Tick Employer” application. The results of the audit and any areas for action that it highlights will be reported in next year’s annual report.
- In its application to become a “Two Tick Employer” the Council achieved all the award’s criteria, except for 2 of the desirables, they are:
  - Develop Job Search Assistance for disabled staff who can not be retained
  - Consider taking disabled people, through the Local JobCentre Plus, on Work Preparation Trials with the Council

2.3 It is recommended that these are undertaken in 2003/04.

- The “Positive About Disabled People” Working Group, which was established to progress the Council’s application to become a “Two Tick Employer” and has now been disbanded, recommended that the following should be undertaken:
- Work with Corporate Procurement and Approved Employment Agencies’ Contract Managers to ensure that the “Two Tick” requirements are built into contract specifications.
- Develop work experience placements in the Council for disabled children who attend Trinity School.
- Work with the Council’s Occupational Health Service, so that improved information is received regarding disabled staff.

3. **Our aim is to ensure that “The diversity of the workforce is reflected in the disciplinary action taken against the staff”.**

3.1 Over the last year:

- 53.07% of disciplinaries were against men, whilst only 28.9% of the total workforce is male.
- 32.65% of disciplinaries were against black & minority ethnic community staff, whilst only 9.9% of the total workforce is black or minority ethnic. Appendix 2 outlines further investigation into departmental activity.

**4. “The diversity of the workforce is reflected in the grievances brought by staff”**

4.1 There were 9 grievances raised in 2002/03. 11.11% of grievances were raised by disabled staff i.e. 1 disabled person and 33.33% of grievances were raised by black and minority ethnic community i.e. 3 people from black & minority ethnic community. It is therefore difficult to draw conclusion based on this low level of grievances, but careful monitoring should continue.

**5. “Internal appointments to higher graded jobs reflects the diversity of the workforce”**

- To help our performance in this area in 2003/04 places on the Council’s Management Development Programme will be ring-fenced for women, staff from black & minority ethnic communities and disabled staff. In terms of further positive action initiatives that would assist our performance in this area, we would recommend that these wait until 2004/05 (as already pre-planned in the Strategy). In 2003/04 we will work towards raising the workforces’ awareness of what positive action means (see action number 9), then in 2004/05 we could provide training around “Developing your Career” for under-represented groups.

**6. “The % of voluntary leavers from under-represented groups is reflective of the total number of staff who voluntarily leave the Council”**

- No further action is being recommended at this stage. The information we will gather from the Exit Procedure will help us to understand why more women in management and black & minority ethnic community staff leave, using this information we will be able to respond better and recommend more targeted actions if necessary in next years annual report.

**7. Work undertaken under the Council’s statutory Race Equality Scheme (RES)**

(see Appendix 3).

**Background Papers used in the preparation of this report**

- Modernising Employment - Equalities and Diversity - 5 Year Equalities and Diversity in Employment Strategy (June 2002)
- A Corporate Equalities and Diversity Policy Framework for the Council - Executive (9 April 2002)
- Recruitment & Selection Monitoring Annual Report 2002/03 - Executive (29 July 2003)

<b>Actions</b>	
1	To introduce a new Equalities & Diversity in Employment Policy
2	To ensure the inclusion of equalities and diversity into both the Appraisal and the Personal Performance Management processes
3	To incorporate up-dated Equalities into the Corporate Induction Programme <b>(Annual Action – to continue in 2003/04)</b>
4	To review the Quick Guide to Managing People and improve the equalities and diversity information within it <b>(Annual Action – to continue in 2003/04)</b>
5	To provide Equalities & Diversity in Employment training for Managers <b>(Annual Action – to continue in 2003/04)</b> (from 2003/04 this will include developing Managers' competence to challenge, deal with conflict and empower people in respect of equalities)
6	To undertake actions as necessary arising from the Council's Race Equality Scheme <b>(Annual Action – to continue in 2003/04)</b>
7	To provide training & development in line with the mainstreaming equalities & diversity strategy <b>(Annual Action – to continue in 2003/04)</b>
8	To consult with internal and community groups to establish how the Council can attract more applicants and ensure a working environment that supports the diversity of staff
9	To provide Employing Disabled People Briefings for Managers
10	To fully implement the new Equalities & Diversity in Employment Policy
11	To consult with internal and community groups to establish how the Council can attract more applicants and ensure a working environment that supports the diversity of staff (this will be linked to the consultation necessary to meet the RES Year 2 requirements)
12	Review Person Specifications requirements to include bilingual skills and knowledge of black & minority ethnic communities
13	To consider equalities as a competence when the Leadership Competencies are reviewed
14	To develop the Council's Website to include information about equalities in employment
15	To raise the workforces' awareness of what Positive Action means and why we support it
16	To provide Employing Disabled People Briefings for Managers (Annual Action – to continue in 2004/05)
17	To promote the Council as an employer with under-represented groups by placing a generic advertisement (Look at the Difference) in specialist minority press
18	To introduce a new Recruitment & Selection Policy which strengthens the equalities & diversity in employment approach
19	To provide a Guide on Employing Disabled People

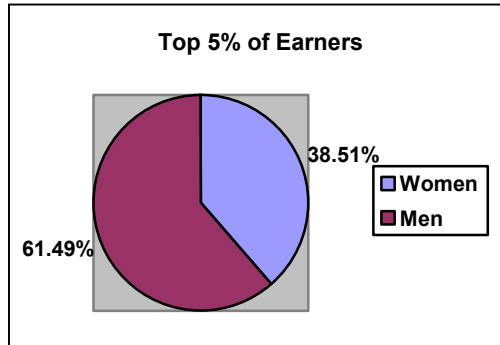
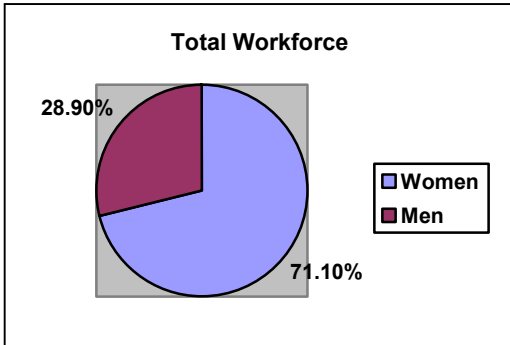
20	To develop an Exit Procedure which will enable the organisation to learn how to improve its equalities in employment practice.
21	To undertake qualitative monitoring of individual recruitment & selection processes to ensure they are discrimination free (Annual Action – to continue in 2003/04)
22	To ensure that managers responsible for recruitment and selection have completed the Selection Interviewing training course and the Equalities in Employment training course, or were appropriately accredited (Annual Action – to continue in 2003/04)
23	To advertise all posts in the disability press in order to let disabled people know we are serious about employing them
24	To fully implement the new Recruitment & Selection Policy
25	To establish the Translation & Interpretation requirements of individuals within our workforce and set up systems of communication that meet their needs.
26	To introduce a policy to deal with Harassment in the workplace (including bullying and victimisation) which adopts the Stephen Lawrence Inquiry's definition of a racist incident.
27	To monitor the diversity of involuntary leavers from the Council (Annual Action – to continue in 2003/04)
28	To fully implement the Council's Dealing with Harassment & Bullying at Work Policy & Procedure
29	To work on Single Status Equal Pay issues (Annual Action – to continue in 2003/04)
30	To develop and provide positive action training (Annual Action – to continue in 2003/04)
31	To consider and develop Family Friendly policies and procedures that will assist staff in managing their work-life balance and support working parents
32	To achieve the "Positive about Disabled People – Two Tick Employer" Award, awarded by the Department for Work & Pensions
33	To provide an Annual Report to the Department of Work and Pensions in line with the requirements of the Two Tick standard (Annual Action – to continue in 2003/04)
34	To ensure that the outstanding actions needed to meet Level 2 are achieved.

Strategic Aim	Performance Indicator	Actions Achieved 2002/03	Actions not achieved 2002/03	Actions Proposed 2003/04
<ul style="list-style-type: none"> <li>To create an environment which, through all our staff and their individual behaviors and actions, values diversity in the broadest sense.</li> </ul>	<ul style="list-style-type: none"> <li>% of staff that feel that their diversity is valued.</li> </ul>	1,2,3,4,5,6 & 7	8 & 9	10,11,12,13, 14,15 & 16
<ul style="list-style-type: none"> <li>To create an environment where all staff will seek out and express different opinions and experiences to bring about new solutions, creative ideas and added value for our customers.</li> </ul>	<ul style="list-style-type: none"> <li>% of staff that feel that they can use their own experiences to be creative and suggest new solutions and ideas.</li> </ul>	1,2,3,4 & 5	8 & 9	10,11,13 & 16
<ul style="list-style-type: none"> <li>To have a workforce that reflects, at all levels and in all occupations, the diversity of the community and customers we serve by achieving year on year improvements in the make up of diversity in our workforce.</li> </ul>	<ul style="list-style-type: none"> <li>See Attachment 1.</li> </ul>	17,18,19,20, 21, 22 & 23	8&9	24 & 25
<ul style="list-style-type: none"> <li>To have a discrimination-free working environment that treats people with fairness, dignity and respect and where the talents and resources of all staff are fully used.</li> </ul>	<ul style="list-style-type: none"> <li>See Attachment 2.</li> </ul>	26 & 27	8 & 9	10,11,13,15 & 16
<ul style="list-style-type: none"> <li>That our working practice remains in line with all legal requirements.</li> </ul>	<ul style="list-style-type: none"> <li>No equality related Employment Tribunals</li> </ul>	1,3,4,6,19,20, 21,22,26 & 29	9	10,16 & 28
<ul style="list-style-type: none"> <li>To provide greater opportunity for everyone to apply for and obtain jobs and promotion, and for individuals from under-represented groups to compete on equal terms.</li> </ul>	<ul style="list-style-type: none"> <li>See Attachment 3.</li> </ul>	1,4,17,18,19, 21, 22,23 & 30	8 & 9	10,11,12,15, 16,24 & 25
<ul style="list-style-type: none"> <li>To increase opportunity for all staff to develop and progress within the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>See Attachment 4.</li> </ul>	1,2,3,4,19, 20 & 30	8 & 9	10,11,12,15 & 16
<ul style="list-style-type: none"> <li>To increase motivation, commitment, and in turn productivity of all staff, and the retention of skilled and experienced staff in a competitive market place.</li> </ul>	<ul style="list-style-type: none"> <li>See Attachment 5.</li> </ul>	1,3,4,19,20, 26 & 30	8 & 9	10,11,15,16, 25,28 & 31
<ul style="list-style-type: none"> <li>For our practice to be in line with the accreditation standards for "Positive About Disabled People" (Two Tick Symbol).</li> </ul>	<ul style="list-style-type: none"> <li>To met and continue to achieve these standards.</li> </ul>	1,2,3,4,5,19, 21,22,23 & 32	9	10,16 & 33
<ul style="list-style-type: none"> <li>To develop the Council's reputation as a progressive and fair employer and as a result reduce the likelihood of any legal action against the Council.</li> </ul>	<ul style="list-style-type: none"> <li>See Attachment 6.</li> </ul>	1,3,4, 6,17,18,19,21,22, 23 & 26	8 & 9	10,11,14,16, 24,28 & 31
<ul style="list-style-type: none"> <li>To achieve level 5 of the Equalities Standard for Local Government in respect of employment and training.</li> </ul>	<ul style="list-style-type: none"> <li>To meet the employment requirements of the level of the Equality Standard that the Council has set (set by Policy &amp; Performance).</li> </ul>			34

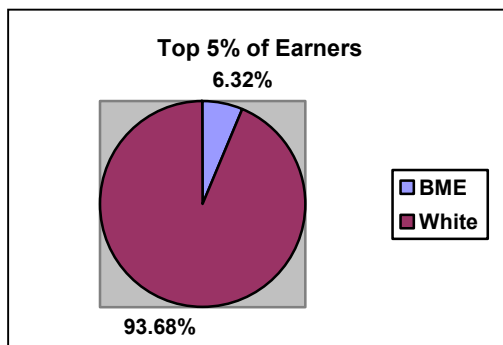
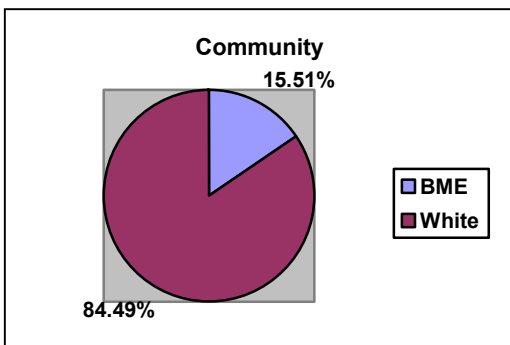


# Attachment 1

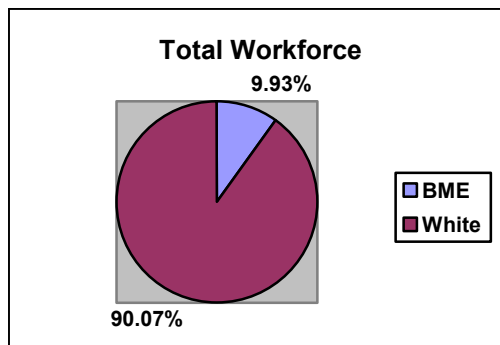
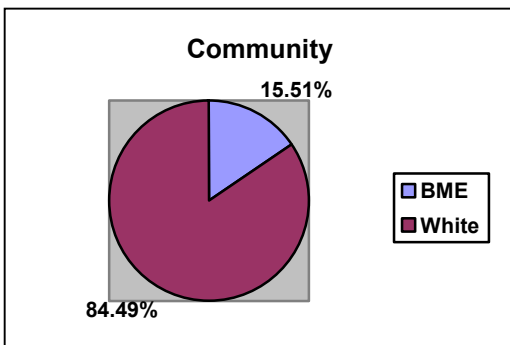
Performance Indicator	Result 2002 / 03
By the 31.03.06 the % of women in the top 5% of earners will be the same as the % of women in the total workforce (this is a BVPI)	See diagrams



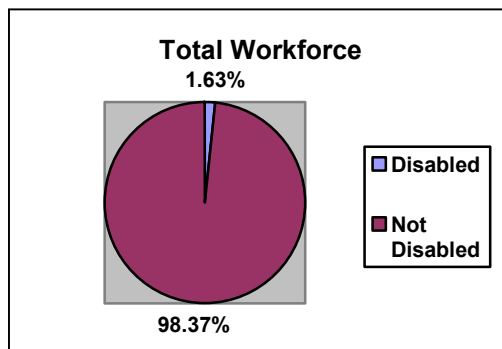
Performance Indicator	Result 2002 / 03
By the 31.03.06 the % of staff from black & minority ethnic communities in the top 5% of earners will be the same as the % of people in the community from black & minority ethnic communities (this is a BVPI)	See diagrams



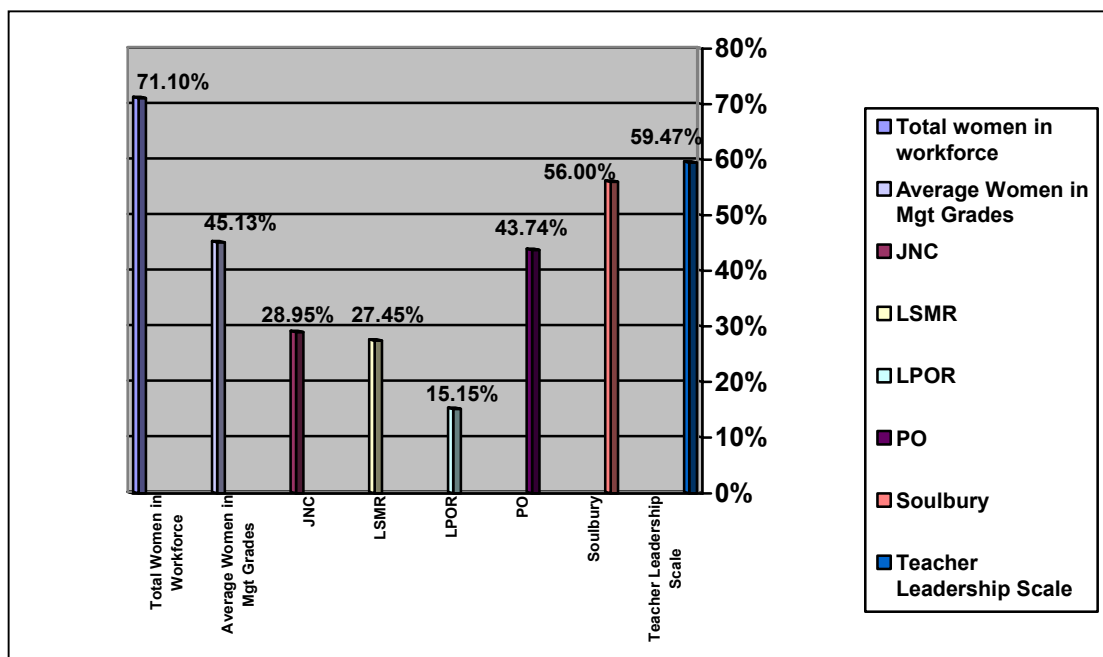
Performance Indicator	Result 2002 / 03
By the 31.03.06 the % of black & minority ethnic staff in the total workforce will be the same as the % of people in the community from black & minority ethnic communities (this is a BVPI)	See diagrams



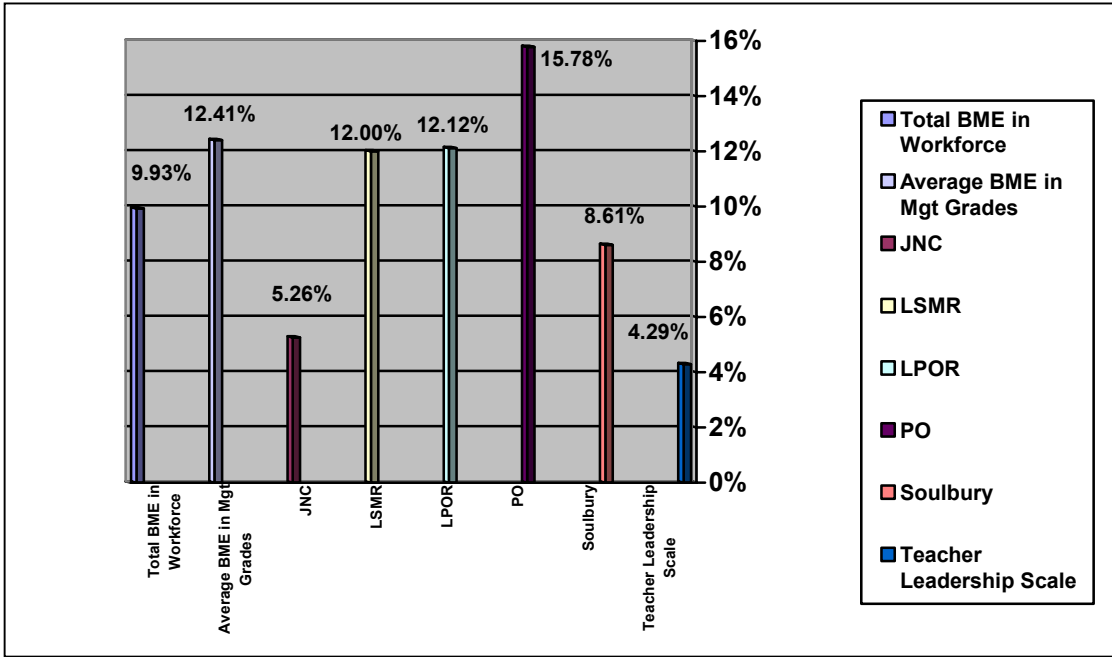
<b>Performance Indicator</b>	<b>Result 2002 / 03</b>
By the 31.03.06, 3% of the total workforce will be staff who are self assessed disabled (this is a BVPI)	See Diagram



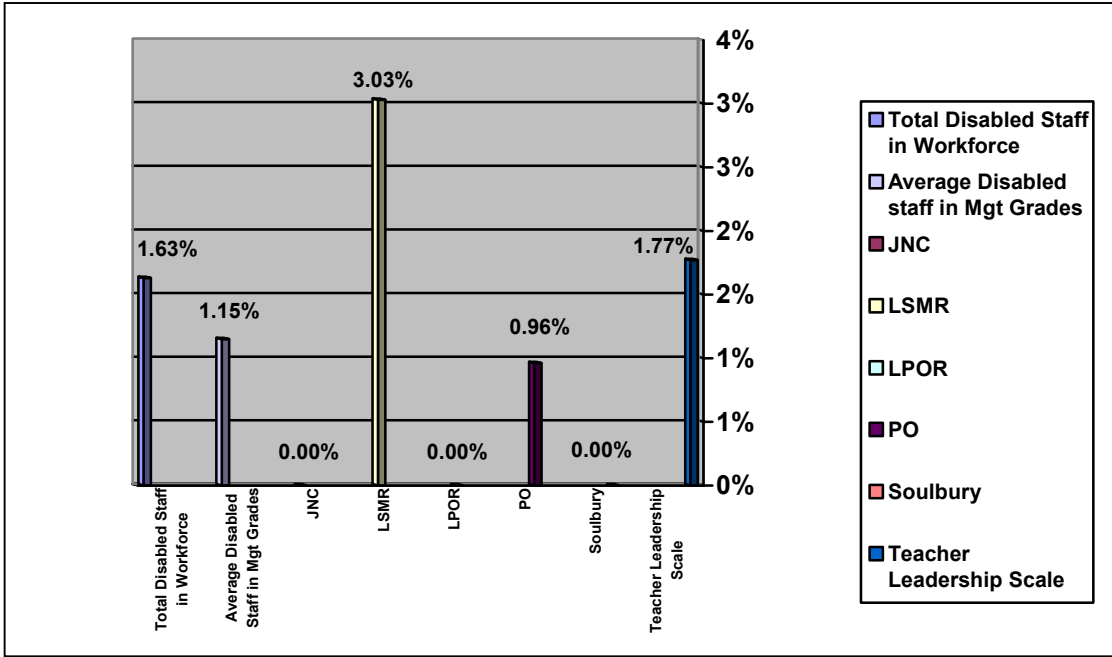
<b>Performance Indicator</b>	<b>Result 2002 / 03</b>
By the 31.03.06 the % of women in the management grades will be the same as the % of women in the total workforce	See diagram



Performance Indicator	Result 2002 / 03
By the 31.03.06 the % of black & minority ethnic community staff in the management grades will be the same as the % of black & minority ethnic community staff in the total workforce	See diagram

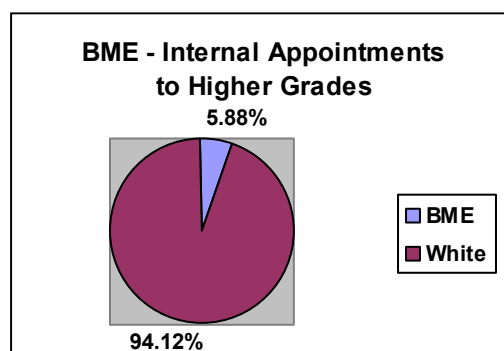
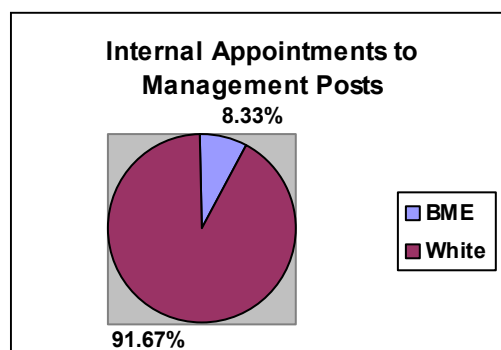
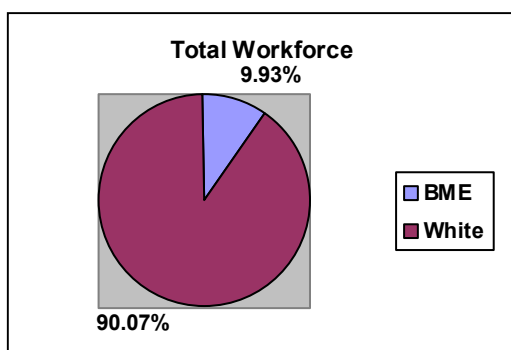
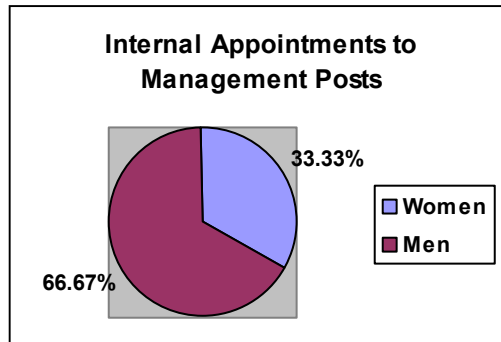
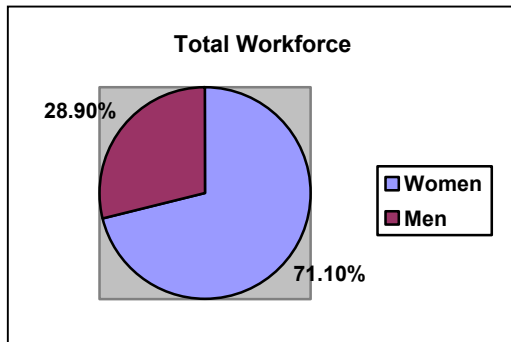


Performance Indicator	Result 2002 / 03
By the 31.03.06 the % of disabled staff in the management grades will be the same as the % of disabled staff in the total workforce	See diagram



## Attachment 2.

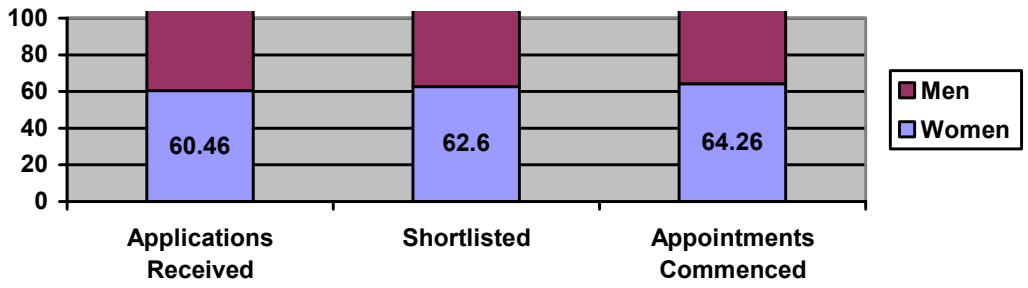
Performance Indicator	Result 2002 / 03
Internal appointments to higher graded jobs reflects the diversity of the workforce	See Diagrams No internal appointments, whether to a management post or a higher grade generally, were disabled staff.



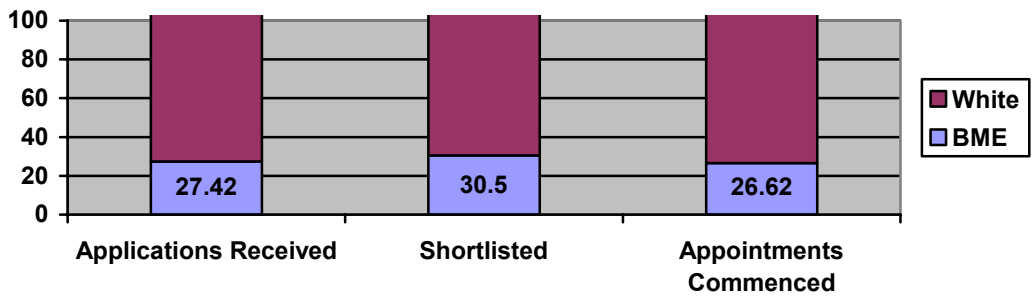
Performance Indicator	Result 2002 / 03
Applicants for internal appointments for higher graded jobs reflects the diversity of the workforce.	This has started to be monitored as from 01.04.03. 2003/04 data will be presented in next years annual report.

Performance Indicator	Result 2002 / 03
There is consistency in all stages of the Recruitment & Selection process in respect of applications made by women, men, people from black & minority ethnic communities and disabled people	See diagrams

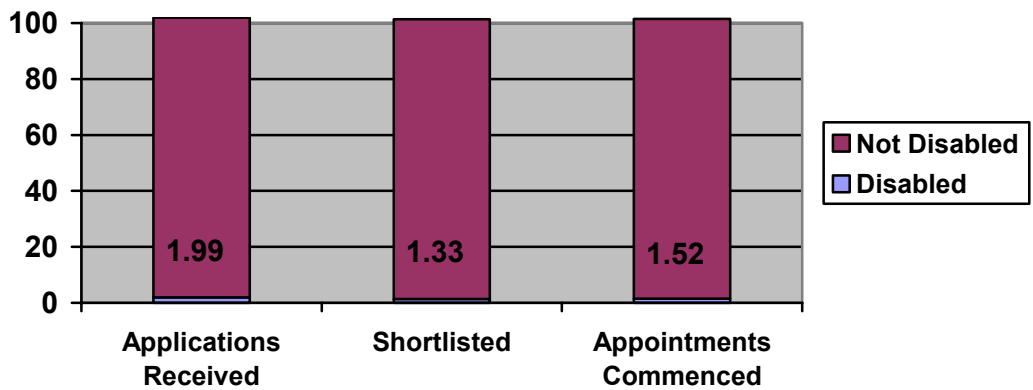
**Men/Women in the Recruitment Process**



**BME in the Recruitment Process (%)**

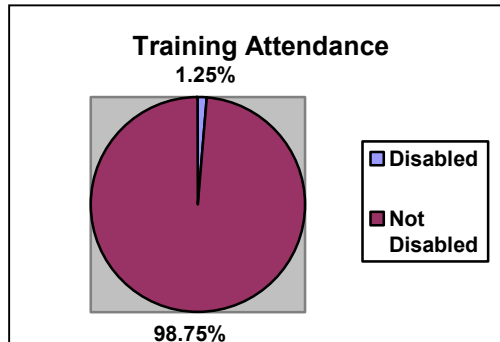
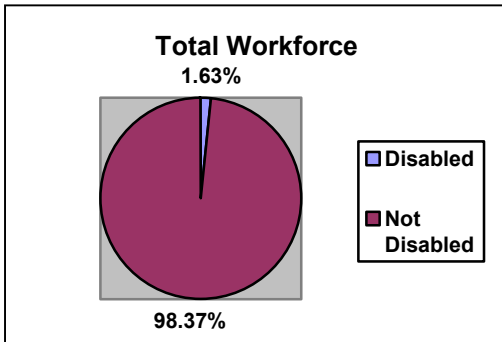
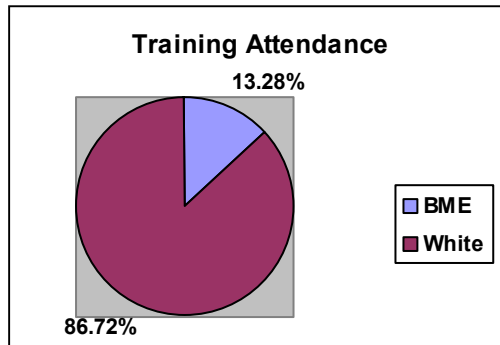
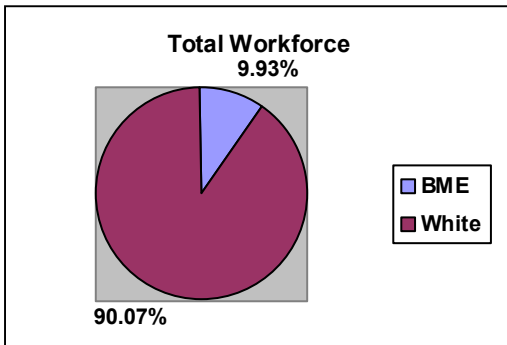
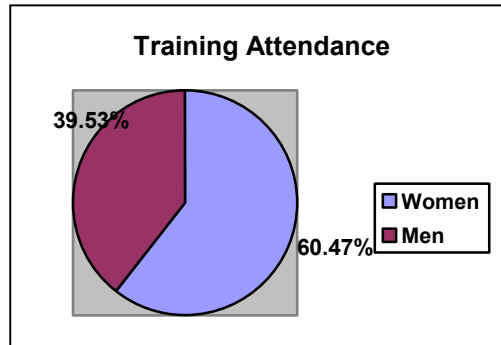
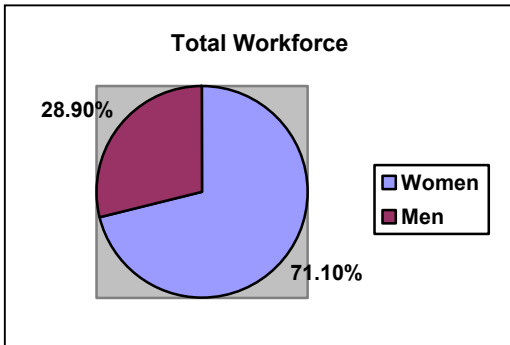


**Disabled People in the Recruitment Process (%)**



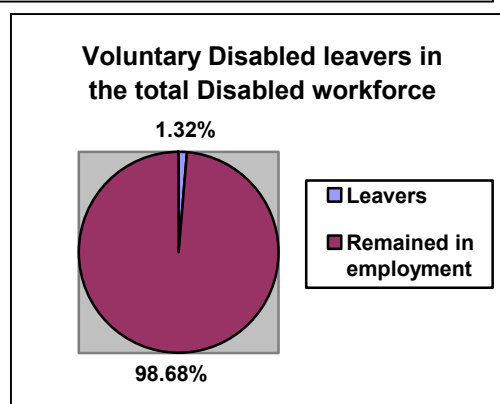
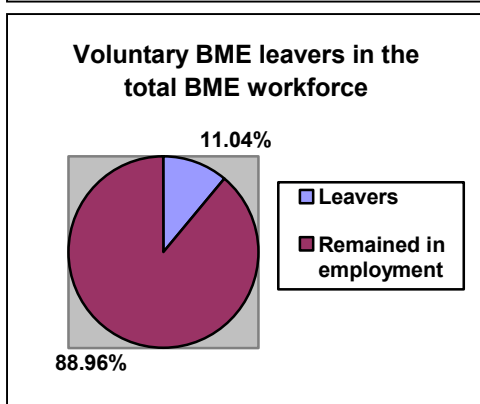
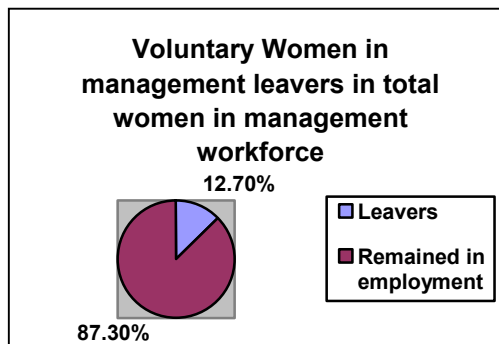
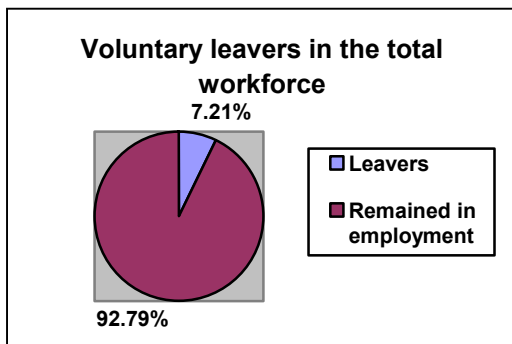
### Attachment 3.

Performance Indicator	Result 2002 / 03
Internal appointments to higher graded jobs reflects the diversity of the workforces.	See paragraph 2.6
Attendance at training courses is reflective of the diversity of the workforce.	See Diagrams



## Attachment 4.

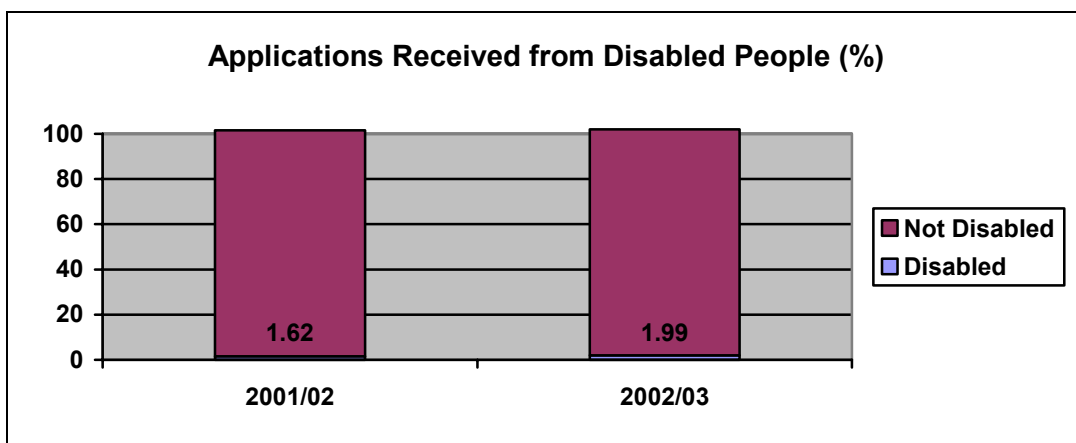
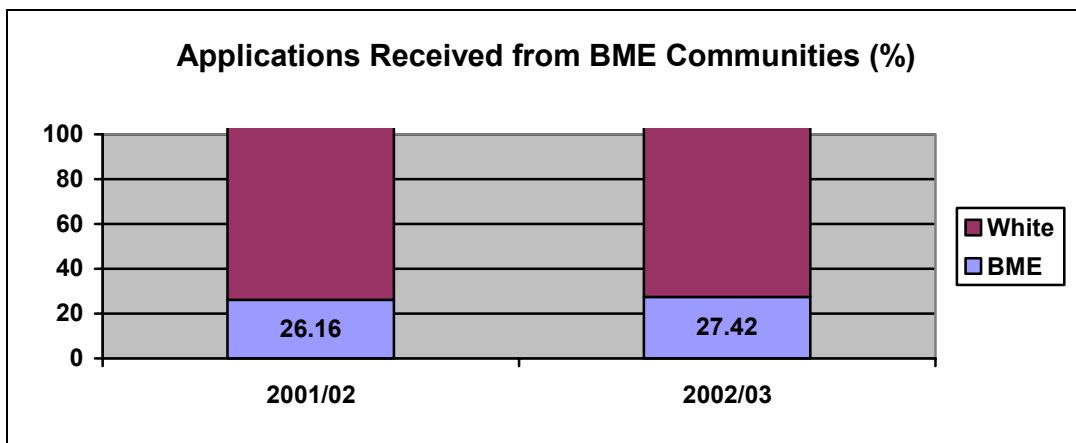
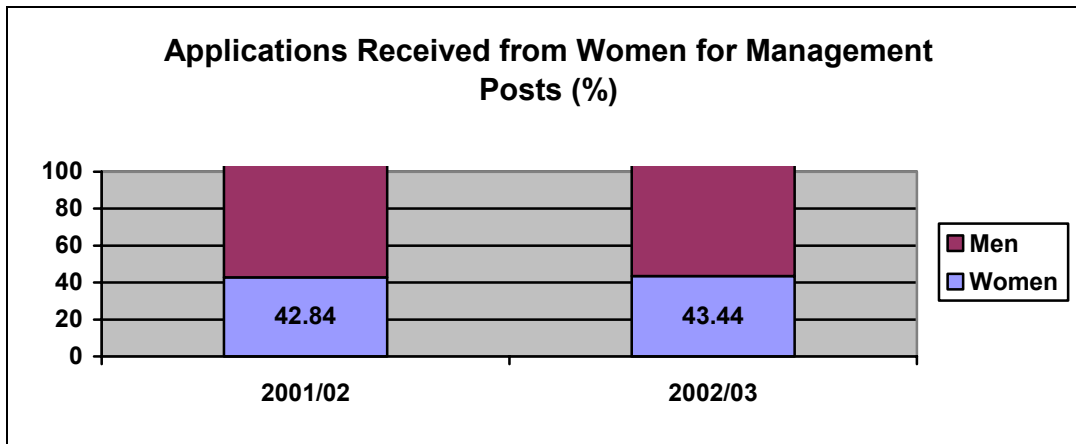
Performance Indicator	Result 2002 / 03
The % of voluntary leavers from under-represented groups is reflective of the total number of staff who voluntarily leave the Council.	See diagrams



Performance Indicator	Result 2002 / 03
Individuals do not leave the Council's employment because they feel we are not supportive of particular under-represented group.	2003/04 will be used to establish baseline data (through Exit Procedure effective from 01.04.03)
% of staff that feel motivated	2003/04 will be used to establish baseline data (through Staff Attitude Survey)
% of staff that feel committed to the organization	2003/04 will be used to establish baseline data (through Staff Attitude Survey)

## Attachment 5.

Performance Indicator	Result 2002 / 03
No Equality related Employment Tribunals	There were no equality related Employment Tribunals.
Improved attraction of applications from people from under-represented groups	See diagram



Performance Indicator	Result 2002 / 03
Production of Annual Report, shared internally and with the community	If the Executive approves this annual report, work will be undertaken with Corporate Communications to ensure that the information in it is shared appropriately.



## **Disciplinary Data**

- Chief Executives (period covered is before change to Corporate Strategy and Finance) -  

3 disciplinary cases - 1 woman, 2 men - due to the small number of cases it is difficult to draw any meaningful conclusion. All were white british.
- Department of Education, Arts & Libraries -  

3 disciplinary cases - 1 woman, 2 men - due to the small number of cases it is difficult to draw any meaningful conclusion. 1 was white british, 2 were black & minority ethnic community staff - due to the small number of cases it is difficult to draw any meaningful conclusion.
- Housing & Health -  

12 disciplinary cases - 1 woman, 11 men - Housing & Health's workforce (prior to the transfer with Accord) consisted of more men than women, 65.09% men and 34.91% women. 7 of the 11 men disciplined were from the same service area, which was 100% male. One of the male disciplinary was because of sickness absence in accordance with the standard procedure so there was no discretion. It would therefore seem that the level of disciplinaries against men is justified. 10 were white british, 2 were black & minority ethnic community staff, this means 16.66% of the disciplinaries were against black & minority ethnic community staff which is not so vastly disproportionate.
- Leisure & Environmental Services -  

20 disciplinary cases - 11 women, 9 men - Leisure & Environmental Services' workforce (at 31.03.03) was 49.71% women, 50.29% men, so their disciplinaries are proportionate. 16 were white british, 4 were black & minority ethnic community staff - the 4 black & minority ethnic staff all work in Buildings Cleanings where there is a higher level of diversity (23.27% of the Buildings Cleaning workforce are black & minority ethnic community staff). Also all 4 were disciplinaries because of sickness absence in accordance with the standard procedure so there was no discretion.
- Social Services -  

11 disciplinary cases - 9 were women, 3 were men - Social Services' workforce (at 31.03.03) was 87.53% women, 12.47% men, so their disciplinaries are proportionate. 5 were white british, 6 were black & minority ethnic community staff - Social Services has a higher level of diversity in its workforce (17.63% of the workforce are black & minority ethnic staff), the black & minority ethnic staff that were disciplined worked in 5 different teams, the average diversity in those teams is higher than that of the total workforce - 17.70%. However the level of disciplinaries against black & minority ethnic staff is still disproportionate. Further investigation showed that 2 of the disciplinaries were taken because of fraudulent information, both of which were identified by Audit. Two of the disciplinaries were because individuals had been sleeping whilst on duty, and 1 was because of sickness absence in accordance with the standard procedure. In all cases there is no discretion over taking disciplinary action. It would therefore seem that whilst the level of disciplinaries against black & minority ethnic staff is high, it is justified.

## **Human Resource Work under the Council's statutory Race Equality Scheme (RES)**

In addition, to our priorities last year, arising from the five year strategy, we also imputed in to the work arising from the human resources (Year One) priority in the Council's statutory Race Equality Scheme.

Our priority in the first year of the RES was to ensure that Council staff are equipped to meet the needs of all sections of the community. We aimed to show that we were 'putting our own house in order' so that all local people felt confidence in the Council. This involved examining how the Council recruits, promote, train and develop and manage staff. It also focused upon ensuring that our staff are able to meet the specific needs of black and minority ethnic people, along with all other sections of the local community.

Members have already received a separate report on this aspect of the RES work. However, to briefly summarise, achievements against the RES action plan, in 2002/03, include:

- √ Audited all existing HR policies, practices and procedures for their race equality impact
- √ Established a plan for carrying out Impact Assessments on HR policies, practices and procedures during years 2 and 3 of the RES
- √ Put in place plans to consult with BME groups in the community and the workforce on the results of the HR Impact Assessments
- √ Completed consultation with BME communities on the Council's current 5 Year Equalities and Diversity Strategy in Employment, analysed the views arising and fed in to the proposals
- √ Commissioned a research project to facilitate the creation of a representative workforce and feed its findings in to the Council's 5 Year Strategy
- √ Ensured that the above research project covers an evaluation of positive action initiatives
- √ Integrated race equality in to all person specifications, core competencies for managers, personal appraisal and performance management tools
- √ All staff trained on the Council's duty to promote racial equality through induction, staff team briefings, staff/management equalities and diversity training courses and specific targeted sessions on the RR(Act) 2000 And the Council's RES
- √ Mainstreamed race equality in to all corporate and departmental training programmes, and work with approved consultants to achieve this objective
- √ Utilised national and regional links to identify more training providers/consultants with specialist skills
- √ Consulted with BME staff on the training and development commissioning process
- √ Began the process of mainstreaming race equality in to the strategic procurement/contracting process

The priority in the current year is continue this work by ensuring that corporate and departmental HR policies, services and functions are systematically impact assessed to identify and tackle evidence of institutional discrimination. This process will also be extended to cover the wider range of equalities and diversity issues such as gender, disability, sexuality, age and faith.