

## Equality &amp; Diversity in Employment Action Plan

Action	Lead	By When	Sub-Actions
<b>Recruitment – Supply Issues:</b>			
<ul style="list-style-type: none"> <li>Promote the brand that LBBDD is a “Borough of Opportunities”, ensuring that the brand is attractive to all parts of the community</li> </ul>	Martin Rayson working with Penna to adapt the current branding. As part of this we will consider its attractiveness to under-represented groups	Sept 2015	
<ul style="list-style-type: none"> <li>Ensure posts are advertised in places that the BME community will look, or ensure the community gets used to looking on the Council’s website for vacancies with the Council.</li> </ul>	Job Shop  Martin Rayson	Oct 2015  July 2015	Will work with CVS to identify sites. Potentially Children’s Centres and at Community Based Events  Liaise with Mktg Comms to promote the website as the place to search for Council positions
<ul style="list-style-type: none"> <li>Work with groups active in the BME community to identify and overcome any recruitment barriers</li> </ul>	Job Shop	Oct 2015	Contact CVS – Erica Jenkins
<ul style="list-style-type: none"> <li>Host job fairs where we can sell the Council as an employer and explain where to access details of vacancies and the recruitment process (potentially working alongside BHRUT, Redbridge and Havering)</li> </ul>	Job Shop + Jackie Cleary	Two by end of 2015/16	Review what is taking place and planned Liaise with potential NHS partners and Care City
<ul style="list-style-type: none"> <li>Explore working with schools and colleges to promote careers in the Council to school and college leavers</li> </ul>	Job Shop	For Autumn term 2015	

<ul style="list-style-type: none"> <li>• Include on adverts a statement that we “encourage in particular applications from people living in the Borough.”</li> </ul>	Annette Cardy & Recruitment Team	June 2015	
<ul style="list-style-type: none"> <li>• Review the support that is given to managers to ensure that recruitment exercises are fair and equitable. This takes the form of either training or guidance Ensure in particular that job descriptions and person specifications are written in plain English</li> </ul>	Training – Josie Okafor	Nov 2015	Review current training on recruitment and eliminating bias
	Guidance – Neil James and Paul Gilham	Nov 2015	Guidance for recruiting managers on writing JDs and PS without jargon etc and means of reducing/removing barriers to recruitment
	Audits – Annette Cardy	Dec 2015	Amend the audit process to ensure this is assessed. Report back at end of 2015
<ul style="list-style-type: none"> <li>• Improve the representation of BME groups and females in the apprentices LBBB recruits (whilst recognising the low achievement levels of young white males)</li> </ul>	Job Shop	Broader representation in next in-take - Dec 2015	
<ul style="list-style-type: none"> <li>• Promote work experience opportunities for young people + the long-term unemployed (people on health-related benefits) at the Council and other local employers</li> </ul>	Job Shop/ Neil James	Dec 2015	Build on the Trident programme  Understand what need is and match with the capacity that the Council has to support this
<b>Recruitment – Process Issues:</b>			
<ul style="list-style-type: none"> <li>• In evaluating options to replace i-grasp as our recruitment software, ensure that the views of applicants from all part of the community are taken into account.</li> </ul>	Iain Marshall	March 2016	Engage staff networks in assessing options

<ul style="list-style-type: none"> <li>Target failed applicants for council jobs using i-grasp to invite them to personal statement workshops Explore option of contacting in advance to support application process.</li> </ul>	Job Shop working with the Recruitment Team	Start in Sept 2015	Impact report at end of first six months
<ul style="list-style-type: none"> <li>Ensure there is at least one member of the recruitment panel from outside the service area. We will initially do this in those areas where statistics show there is a large percentage drop-out through the recruitment process.</li> </ul>	Martin Rayson	Sept 2015	Agree current areas that we wish to focus on Identify potential support to selected panels
<ul style="list-style-type: none"> <li>Continue to seek to create talent pools for roles, working alongside Job Centre Plus and other relevant agencies</li> </ul>	Job Shops	Progress report at end of 2015/16	
<ul style="list-style-type: none"> <li>Monitor training of recruiting managers</li> </ul>	Jenny O'Hanlon supported by Recruitment Team	Quarterly reporting in place by Sept 2015	Link recruiting managers database with those that have had training – and refreshers/and or assessment of prior knowledge.
<b>Skills and Talent:</b>			
<ul style="list-style-type: none"> <li>Ensure that the Council's new approach to progressing talent and understanding the skill mix in the Council, is focused on identifying and progressing staff who are under-represented at more senior levels</li> </ul>	Gail Clark/Josie Okafor	Oct 2015  Dec 2015	Procurement of assessment centre/promotion/ programme.  Review current best practice in other London Boroughs, including LB Islington to ensure that our talent management offer is of a high quality.  First cohort to start by December

<ul style="list-style-type: none"> <li>Review and revamp the arrangements for staff support networks (currently for BME, disability, sexual orientation staff) so that they become more representative and can play a more proactive role in supporting the talent management agenda. Consider whether other staff groups may have value. There could be one overall network for issues affecting BME, disabled or female staff or on specific issues, such as coping with Cancer</li> </ul>	Neil James/Teresa Evans (supported by Job Shop to provide capacity)	Dec 2015	<ol style="list-style-type: none"> <li>Facilitated discussions with the staff networks – how they can be more representative/issues on role and remit.</li> <li>Are there any gaps – issue specific networks, groups to address particular issues</li> <li>Report back to CMT</li> </ol>
<ul style="list-style-type: none"> <li>Ensure that we are promoting family friendly working and its benefits and that this is having the desired benefit in terms of recruitment and retention</li> </ul>	Gail Clark (Job Shop to provide capacity)	Dec 2015	
<b>Work On Values:</b>			
<ul style="list-style-type: none"> <li>Create key messages about how our commitment to equalities and diversity is reflected in our new values (and vision)</li> </ul>	Paul Gilham	Nov 2015	<ol style="list-style-type: none"> <li>Seek, with support from BME network, staff quotes on workplace diversity and work into values posters (one quote per poster).</li> <li>Ask new inductees for feedback on process and their view on how values affected their initial LBBD experience – compile into document for use in future recruitment.</li> <li>Review best practice in diversity comms from other organisations.</li> </ol>

<ul style="list-style-type: none"> <li>• Create opportunities for the Leader and other senior leaders to promote that commitment (building on “in their shoes”, the gender equality charter)</li> </ul>	Paul Gilham	Nov 2015	<ol style="list-style-type: none"> <li>1. Ensure Gender Equality Charter is reviewed to confirm with LBBD guidelines and publicised alongside Single Equality Scheme by senior leaders.</li> <li>2. Link relevant community, national and international dates(e.g. White Ribbon Day, International Day of Disabled People) with Leader and CE Thank You email, link to CMT briefing in a meaningful way.</li> <li>3. Diarise senior leadership participation in relevant events (e.g. Walk a Mile in Her Shoes) and publicise internally/externally</li> <li>4. Diarise senior leadership attendance at equality-related events (e.g. Black History Month talks, International Women’s Day exhibitions)</li> </ol>
<ul style="list-style-type: none"> <li>• Run once more the “effective customer conversations” training for staff, which previously sought to counter the influence of the BNP and the noise around community disharmony, but was equally valid in reminding staff of the behaviours and attitudes we expect to see displayed at work.</li> </ul>	Josie Okafor	Early 2016	Run train the trainer sessions and establish a programme of multiple cohorts through out the year, supported by e-learning resource.
<ul style="list-style-type: none"> <li>• Run more dignity at work training for front-line staff and ensure that it has our values at its heart.</li> </ul>	Penny Robinson	Nov 2015	Start programme in the Autumn 2015

<ul style="list-style-type: none"> <li>• Make two-tick employer a reality - Challenge managers around reasonable adjustments</li> </ul>	Neil James/ Job Shop	Dec 2015	Review progress at end of year
<b>Understand Reasons For Leaving:</b>			
<ul style="list-style-type: none"> <li>• We are seeking to improve our approach on exit interviews. The form within Oracle is rather simplistic and the data cannot easily be brought together and interpreted. Completion is also voluntary. We are looking to introduce a survey-monkey tool to enhance the process, but there is the potential to set up a particular arrangement for groups where we feel there may be an issue, where an exit interview is conducted by an external third party and thereby concerns about anonymity can be overcome.</li> </ul>	Separate action plan exists around exiting and transfer of knowledge	Pilot to be running from Sept 2015	Approximate costings - maximum £5,000 per year. This could be considered a pilot service running for one year.