WORKFORCE DATA & ANALYSIS
Overall Objective: To capture more extensive and better quality workforce and recruitment data for use by ELT, DMTs, DEGs and service areas so the council can take action to promote positive trends and tackle areas requiring improvement

OVERALL RAG RATING: GREEN

KEY ACTION	KEY ACHIEVEMENTS	EXCEPTIONS
Expand the scope of equalities workforce and recruitment information that is captured and analysed highlighting issues/trends for review and action	• Improvements in the quality and breadth of analysis of its workforce and recruitment data. • Publication of first comprehensive Annual Workforce Equalities Report, providing better insight into the equalities issues and trends that need to be addressed through this Action Plan. • Increase in workforce target for employees with a disability (8%), reflecting the progress that has been made in increasing the proportion of disabled staff within the workforce. • Commencement of positive action recruitment initiatives designed to make the workforce profile more representative, in particular those from a BME background. • Review of exit questionnaire to improve the quality of the data, incorporating key questions from the Staff Survey for better comparisons. This data will be vital in informing differences in equality outcomes and monitoring progress on culture change within the organisation.	

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RECRUITMENT & RETENTION

Overall Objective: To work with different communities of interest/identity across the City to increase their confidence in seeking employment with the council and creating a working environment that will encourage them to stay and to enable them to fulfil their potential

OVERALL RAG RATING: GREEN

KEY ACTION	KEY ACHIEVEMENTS	EXCEPTIONS
Increase the recruitment of people from groups currently significantly under-represented in the workforce (particularly focussing on those who identify as BME or who are disabled	• Reviewed the recruitment and selection policy reflecting feedback from local BME communities and staff. • BME community engagement on the changes made to its recruitment and selection policy and practices following feedback from local BME people. • Changes made to the recruitment application form to reduce barriers to applications. • Implementation of positive action initiatives with encouraging results i.e. doubling of applications from BME applicants for newly-qualified social worker posts. • Improved reporting to capture the experience of trans applicants through the recruitment and selection process.	• Further work to develop community engagement and build trust and confidence • Build better inks with local schools and colleges to encourage young people from diverse backgrounds to seek employment with the council. • Complete the refresh of recruitment and selection training offer

WORKFORCE DEVELOPMENT & EMPLOYEE ENGAGEMENT

Overall Objective: To equip managers, staff and councillors to better understand diversity and their role in promoting equality through a comprehensive high-quality programme of learning and development that all staff have access to that is mandatory as appropriate

OVERALL RAG RATING: AMBER

KEY ACTION	KEY ACHIEVEMENTS	EXCEPTIONS
Review and improve Equality and Diversity training, including e-learning, to ensure it supports the development of a culture based on inclusiveness and respect	- Successfully launched new Learning Management System that will enable better equality monitoring of learning and development activity. - Refreshed the equality and diversity learning and development offer to ensure compliant with legislation. - Delivered two pilot equality and diversity skills workshops and feedback evaluated. - Continued supporting Workers' Forums to help them work effectively with the council. - Engagement with staff on new behavioural competency framework based on the council's Values. Feedback will inform its development.	Further work needed to ensure Equality & Diversity e-learning is fit for purpose.

POLICIES

Overall Objective: To ensure managers have a comprehensive framework of HR and OD policies and procedures that they can use to enable them to manage diversity within their services effectively and to a standard higher than that required by legislation

OVERALL RAG RATING: GREEN

KEY ACTION	ACTIVITY	EXCEPTIONS
Regularly review Human Resources & Organisational Development policies, procedures and practices to ensure compliance with legislation/best practice and support workforce equality and diversity.	• Revised Trans toolkit in close collaboration with the LGBT Workers' Forum, Trans staff and an active member of the local Trans community ("critical friend". Feedback has been very positive. • Policy reviews also included the Domestic Violence Toolkit, Redeployment Policy, Pay Protection Policy and Grievance and Dispute Procedure. • Regular meetings taking place to ensure feedback from HR case work informs policy reviews.	• Complete work to develop a schedule for HR policy reviews.