

To: Equalities Panel

Date: 5 June 2006

Report by: Head of Human Resources

Diversity in Employment - Progress Report

1. PURPOSE

- 1.1 To update the Panel on the progress in relation to the Human Resources Diversity Action Plan (this relates only to employment issues). The 2006/7 Plan is attached at **Appendix 1**.
- 1.2 Section 2 of this Report details the work completed during 2005/6 and Section 3 details the actions scheduled for the months ahead.

2. PROGRESS TO DATE

- 2.1 Recruitment advertising – A new house advertising style appeared in publications from October 2005 and includes a diversity message ‘Embracing diversity, committed to equality’.
- 2.2 Recruitment pack - The Council’s application pack, including the application form, is currently being reviewed to link with the new advertising style and to address diversity issues, e.g. age discrimination.
- 2.3 Management requirements – A new City Leadership and Management Framework was introduced in November 2005 and includes the requirement to demonstrate positive behaviours toward diversity and equality, and reinforces the need to model dignity and respect for all staff. The Framework is now part of the performance review process for Senior Managers and will be rolled down to all managers during 2006.
- 2.4 Flexible working - A project to review and develop flexible working opportunities within the Council started in September 2005. A questionnaire was circulated to a random selection of 120 staff followed by manager workshops. Initial feedback has been extremely positive and supports a move to more flexible working arrangements. This should help the Council to attract and retain staff from all sections of the community.

- 2.5 Diversity in Employment Working Group (DWG) – This new Group started in September 2005 and was designed to provide a mechanism for formal consultation with the Diversity Staff Support Groups, managers and the trades unions and to help deliver the HR Diversity Action plan. The group includes representatives from the BME, LGBT, Disabled and Women’s staff groups, trade union representatives and management representatives. We are in the process of reviewing the way the Group works to enable it to become less formal and more participative; the intention being for all members of the Group to work on practical solutions to diversity issues within the Council.
- 2.6 Raising awareness – During 2005/6 a number of awareness raising workshops took place. Corporate Management Team (CMT) now hold regular meetings with the BME staff group and feedback from these meetings has been very positive. CMT have also participated in a Diversity Workshop to raise their own awareness of discrimination issues and their role in addressing these. City Services Departmental Management Team has piloted a workshop on ‘Challenging Discrimination’ that will be cascaded down the management structure within the department. Other departments are also planning diversity workshops to raise managers’ awareness. In addition, diversity (and specifically the Council’s approach to equalities) is included as part of corporate induction for all new staff.
- 2.7 Civil Partnerships Act – A review of all Council policies has taken place to ensure that the employer’s requirements of the Act have been met, e.g. that spouses and civil partners are treated equally at work, including access to benefits. Relevant Council policies have been amended as a result of the review.
- 2.8 Age Discrimination – A review of all Council policies has taken place to ensure that the employer’s requirements under the Employment Equality (Age) Regulations 2006 (in force October 1st 2006) have been met. All managers will receive training on the regulations before they come into force and staff will be informed of the new law and how it affects them. From October 1st 2006, employees will also be able to request to continue working past the age of 65. A policy covering this new development is being implemented and all Departmental Management Teams are being briefed on the policy and its accompanying procedures.
- 2.9 Equalities Impact Assessments - All Council Departments are now carrying out Equality Impact Assessments and EIA training is included within the corporate Learning & Development Programme.
- 2.10 Dedicated HR Diversity post - The position of HR Diversity Adviser has been created; initially this post is funded for a fixed term until October 2006. The post holder works with the Diversity in Employment Working Group and other colleagues across the Council and has been instrumental in delivering the actions within the HR Diversity Action Plan.

- 2.11 Corporate Health Performance Indicators – During 2005/6 the Council's performance has significantly improved in relation to two Performance Indicators: Percentage of employees declaring they meet the Disability Discrimination Act 1995 disability definition; and Percentage of employees from ethnic minority communities. In these cases the out-turn for the year has almost met or already exceeded the targets set for 2008/9. Although these results are encouraging we still have some way to go towards achieving a truly representative workforce in comparison with the local population and, although as a result of our 2005/6 performance we have increased our targets for the next three years, we will be reviewing them annually to ensure they remain ambitious.

3 Next Steps – Planned Action for 2006/7

- 3.1 Recruitment marketing - Work has started on a range of marketing material based on the jellybeans used in the Diversity Guidelines. This includes posters for internal and external use, e.g. community/BME groups, and pages on the internet and intranet.
- 3.2 Recruitment processes - A county-wide jobs portal is a joint project with Cambridgeshire County Council and will provide an additional means of promoting the Council as an attractive employer to a wide and diverse audience.
- 3.3 Recruitment initiatives – A Positive Action Training Highway (“PATH”) scheme for the recruitment and training of BME professionals is being piloted in Environment & Planning. The success of the scheme will be reviewed with a view to rolling it out to other departments. In addition, the Engaging Employers Project (in partnership with the Papworth Trust) is a new project which is being piloted in two departments with a view to rolling out Council wide. The project involves supporting and advising departments in the recruitment and retention of disabled staff.
- 3.4 Equal Pay - The first Equal Pay Audit after Single Status will be carried out in the Summer, well before the nationally agreed deadline of April 2007. This is a key priority to ensure the continued robustness of existing pay systems and to identify any emerging equal pay risks.
- 3.5 Dignity at Work – This policy is scheduled for review in October 2006, taking into account the feedback received by the BME and LGBT staff groups on its current effectiveness. Publicity of the revised policy will reinforce the Council's “zero tolerance” harassment message and will be accompanied by refresher training for managers.
- 3.6 Positive Action – Staff development schemes, e.g. for mentoring and Liberating Leadership. Managers will be asked to ensure that BME and other minority staff groups are given priority for places if they request to attend. Additional Access into Management courses are being delivered, targeted specifically at minority staff groups.

- 3.7 Workforce Planning – A corporate Workforce Development Plan has been produced, to include consideration of workforce profile and diversity priorities, and this will help inform a People Strategy which is due to be produced by the Autumn.
- 3.8 Participation in community events – e.g. Black History Month, Pink Picnic. HR plans to work with the minority staff groups to ensure a presence at community events to both raise the profile of the Council as an employer and also to help identify and eliminate barriers to recruitment for these groups.

4 CONCLUSIONS

- 4.1 Diversity has become more high profile within the Council over the past 12 months due to an increased focus from the corporate centre and powerful feedback from staff support groups.
- 4.2 The Corporate Diversity Agenda is also beginning to be addressed departmentally. Over the next 12 months, the diversity agenda will continue to gain momentum.
- 4.3 The Council continues to make good progress towards achieving its aim of having a culturally rich and diverse workforce. There is still much to do and we are confident that having a dedicated resource with the HR team and joint working with the staff support groups will make a real difference.

5. RECOMMENDATIONS

- 5.1 The panel is asked to note the contents of the report.

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**HR Diversity Action Plan
(June 2006 – March 2007)
To be merged with CEP**

GENERAL DIVERSITY				
Proposed Action	Target date for completion	Comments/Progress to date	Lead Officer	Budget
Help enable recruitment to become more widely accessible by developing a county-wide recruitment portal.	January 2007		BM	
Review Recruitment & Selection processes/procedures for any hidden discrimination or cultural bias, and to encourage increased applications from under-represented communities. Review to include (a) Application Pack and (b) Information provided to applicants	March 2007	Review part complete	BM/MG	
Develop work life balance and flexible working opportunities to attract a more diverse group of applicants	March 2007		BM	
Review and develop Terms of Reference for Diversity Working Group	Summer 2006		DWG	
Develop Jellybean branding as Corporate Diversity Branding including employment related products	Autumn 2006	Design and Print (Jenny Barber) design time (£25/hour) A4 poster (x 250) A3 poster (x 250) A6 postcard (x 250) Bookmarks (x 250) 1000 Frosted Ballpens Wall Planners (x 1000)	MG/BM	£375.00 £104.20 £156.70 £63.37 £63.37 £455.00 £457.00

Review and re-launch Dignity at Work Scheme across Council – recruit new support officers plus retrain existing officers. Link in publicity with anti-harassment message regarding LGBT/BME etc.	October 2006	Half day top up session for 6 existing officers	MG & SC	£600 (plus expenses)
		2 day course for 6 new officers		£2050 (plus expenses)
		Poster		£50 plus £25
HR Investigators - recruit new investigators plus retrain existing investigators	June 2006	Half day top up session for 6 existing investigators	VMD	(£600 plus expenses)
		2 day course for 6 new investigators		(£2050 plus expenses)
Ensure all Equality Monitoring is carried out accurately and consistently in conjunction with Resourcelink	Ongoing	Tie in with introduction of Resourcelink Recruitment Module	MG/MW	
Run Aspiring to Management Course for under-represented groups. Managers to encourage staff to attend as part of their development plan and market courses strongly with positive messages	June 13 th & 14 th 2006	Trainers Catherine Joyce and Emua Ali	VMD	
SEXUAL ORIENTATION				
Work with Community Development and Strategy and Partnerships at "Pink Picnic"	August 2006	Ensure CCC presence	MTG	
Address barriers to recruitment and progression for LGBT staff	2007	Incorporate into Staff Attitude Survey 2007/08	HOHR	
RELIGION				
Work with Community Development and Strategy and Partnerships at Interfaith Fair	October/November 2006	Ensure CCC presence	MTG	

AGE				
Proposed Action	Target date for completion	Comments/Progress to date	Lead Officer	Budget
Ensure Workforce Plan takes into consideration age related issues	January 2007		VMD	
Review all HR policies to ensure compliance with Age legislation	September 2006	Part complete	MG	
Roll out Working Past Age 65 Policy at all DMT's (May to July 2006)	July 2006		MG	
Train all Managers on new Age Equality law	September 2006	Briefing or Training Sessions	MG	
Train DPA's on new Age Equality law – specifically with reference to Job Descriptions and Person Specifications	August 2006	Briefings or Training Sessions	MG	
Information Item in City Briefing together with FAQ's on Bulletin Board for Staff on new Age Equality Regulations	August 2006		MG	
Work with Community Development and Strategy and Partnerships toward International Day of Older People	December 2006	Ensure CCC presence	MG	
Work with Learning and Skills Council on Apprenticeship Scheme for 19 to 24 year olds	Roll out January 2007 for September 2007	Roll out Council- wide as part of Recruitment & Retention Strategy	MG/DWG/HOHR	Launch costs TBC

Support Departments in building links with schools	Ongoing	Tie in with Overall Recruitment Strategy Already working with Environment & Planning Department	MG	
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GENDER				
BVPI		Target 2009/10	Actual 2005/06	
11a	% Top 5% of Earners that are women	34%	30.88%	
Proposed Action	Target date for completion	Comments/Progress to date	Lead Officer	Budget
Work with Community Development and Strategy and Partnerships toward International Women's Day	March 2007	Ensure CCC presence	MG	
Run Women Aspiring to Management Course twice during year	March 2007	Two day course	VMD	
Address barriers to recruitment and progression for female staff	2007	Incorporate into Staff Attitude Survey 2007/08	HOHR	
Ensure HR contribution to and participation in Council's Gender Equality Scheme Duties – including drafting Equal Pay Policy	April 2007	Work with Gender Equality Scheme Working Group	MG	

RACE				
BVPI		Target 2009/10	Actual 2005/06	
11b	% Top 5% of earners from BME communities	4.30%	1%	
BVPI		Target 2006/07	Actual 2005/06	
17 a & b	a) % Employees from ethnic minorities compared to b) % economically active	Awaiting approval to increase to 6.0 % from 5.2 %	5.6 % 11.29 % in local area	
Proposed Action	Target date for completion	Comments/Progress to date	Lead Officer	Budget
Address barriers to recruitment and progression for BME staff	2007	Incorporate into Staff Attitude Survey 2007/08	HOHR	
Raise managers' awareness about potential discrimination during selection process	March 2007	Incorporate into Recruitment Strategy and implementation of Resourcelink Recruitment Module	MW/BM	
Ensure links are developed between Human Resources and BME Staff Group	Ongoing		HOHR/MG	
Work with CECF on Study Circles Project (empowering communities) to address barriers to recruitment and progression and under-representation of BME staff	Ongoing	Pre-launch April 2006, official launch summer 2006	MG	
Work with Community Development and Strategy and Partnerships towards Black History Month	October 2006	Ensure CCC presence	MG	
Support BME Graduate Scheme and investigate similar BME trainee projects	Ongoing	Pilot with Environment & Planning Department	MG	

DISABILITY				
BVPI		Target 2009/10	Actual 2005/06	
11c (New for 2005-06)	% Top 5% of earners that are disabled	2%	0%	
BVPI		Target 2006/07	Actual 2005/06	
16 a & b	a) % Employees declaring that they meet the DDA 1995 disability definition compared to b) % economically active	Awaiting approval to increase to 2.25 % from 2 %	1.94 % 10.7 % in local area	
Proposed Action	Target date for completion	Comments/Progress to date	Lead Officer	Budget
Promote Engaging Employers Scheme with Papworth Trust, initially in Community Services and Environment & Planning, potentially council wide	Ongoing	Recruit disabled staff and support during employment Any costs minimal and to be born by participating departments Launch imminent	MG	
Raise managers' awareness about DDA and attracting disabled candidates, and making adaptations and reasonable adjustments	Ongoing	Disseminate Disability Rights Commission video on recruitment and retention through departments via Link Officers	MG	
Address barriers to recruitment and progression for Disabled staff	2007	Incorporate into Staff Attitude Survey 2007/08	HOHR	
Address access to buildings issues for staff.	June 2006	HoHR to ask Head of Central Services to take this into account when developing Accommodation Strategy	HOHR	
Add Employment section to Council Publication for <i>Disabled and Older Persons</i>	June 2006	Work with AK on this	MG	
Work with Community Development and Strategy and Partnerships towards International Day of Disabled People	December 2006	Ensure CCC presence	MG	

Ensure links are developed between Human Resources and Disabled Staff Group	Ongoing		HOHR/MG	
Ensure HR contribution to and participation in Council's Disability Equality Scheme Duties	October 2006	Work with Disability Equality Scheme Working Group	MG	
Train Link Officers on Disability Equality Scheme	December 2006	10 to 12 delegates (including a couple of Members) HR Equalities Budget subsidises	MG/SD	£50 each per officer (MTG) (£280)
			TOTAL	£7879.64