

To: Joint Staff Employer Forum

Date: 10th January 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 latest draft of the Plan is attached at **Appendix 1**.
- 1.2 The report provides background information. Section 2 details the work completed since November 2004 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 new 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, planned recruitment web portal and to address diversity issues like age discrimination.
- 2.3 Management Requirements – A new City Leadership and Management Framework was introduced in November 2005 and includes the requirement for positive behaviours toward diversity and equality, and reinforces the need to model dignity and respect for all staff. Starting with Senior Managers, the framework will be rolled down to all managers from late 2006.
- 2.4 Flexible working - A project to review and develop flexible working opportunities within the Council started in September 2005. A questionnaire was been circulated to a random selection of 120 staff followed by manager workshops. Initial feedback is extremely positive and supports a move to more flexible working arrangements. This will help the Council to attract and retain staff from all sections of the community.

- 2.5 Diversity in Employment Working Group – This new group started in September 2005 and is 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. At present the group includes representatives from the BME and LGBT staff groups, trade union representatives and a management representatives from City Services and Community Services. Work on initial priorities includes re-launching the Council's Coaching/Mentoring Scheme for all staff but with specific support for those groups that may find this helpful, and development of a campaign to positively promote the Council as an employer both internally and externally. Representatives from the recently established disabled staff support group and the women's network will also join the Diversity Working Group in 2006.
- 2.6 Senior manager workshops – During October and November 2005 a number of awareness raising workshops took place. Corporate Management Team (CMT) met with the BME staff group, at the request of the group. Feedback from the meeting has been very positive. There were some agreed actions and the meeting will be repeated regularly. 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 now also looking to use the same approach. A Director and Heads of Service Workshop also focused on Diversity in November 2005. Follow up actions were agreed.
- 2.7 Workforce profile – An Employee Data Validation exercise was undertaken in October 2005 to ensure that employee information held on the Council HR/Payroll system is accurate included, for the first time, questions on Religion and Sexual Orientation. Analysis of the workforce profile has been refreshed - see separate report. Senior Managers will be asked to take responsibility for improving the workforce diversity within their own areas.
- 2.8 Dedicated HR Diversity post - The position of HR Diversity Adviser has been created; initially the post is funded for a fixed term period of six months starting from 7 November 2005. This post holder will work with the Diversity in Employment Working Group and other colleagues within HR to deliver a number of actions identified within the HR Diversity Action Plan. A bid for PPF funding for a further 12 months is being considered as part of the 2006/7 budget round. (Please note that failure to secure this funding will mean that progress on diversity work will need to slow down again after May 2006).
- 2.9 Civil Partnerships Act 2004 – A review of all Council policies has taken place to ensure that the employer's requirements of the Act were met by the 5 December 2005 deadline, e.g. that spouses and civil partners are treated equally at work, including access to benefits. Some minor amendments have been made to the wording of some Council policies.

Further work is currently underway to ensure that these policies can be implemented in practice without breaching individual confidentiality.

- 2.10 Equalities Impact Assessments - All Council Departments are carrying out the first stages of Equality Impact Assessments. The Departmental Equalities Link Officers are planning to review progress, share learning and address any issues with service managers. The first completed EIAs will be reviewed at the EO Link Officer's Group in early 2006.
- 2.11 Age Discrimination – A review of all Council employment policies and practices has started to ensure that the Council is ready for the new legislation in October 2006. See separate progress report.

3 Next Steps – Planned Action for the next 6-12 Months

- 3.1 Recruitment marketing - In early 2006 work will also start on a range of marketing material based on the jellybeans used in the Diversity Guidelines. This is likely to include posters for internal and external use, e.g. community/BME groups, and pages on the internet and intranet. A jobs portal, due on line in mid 2006, 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.
- 3.2 Equal Pay - The first Equal Pay Audit after Single Status will be carried out in mid 2006, 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. Early action to minimise any risks will be more cost effective in the longer term than any successful equal pay claims.
- 3.3 Age Discrimination - The review of the Council's employment policies and procedures will continue. Any changes to terms and conditions of employment or employment policies will be discussed with the Diversity Working Group, managers and the trades Unions before agreement by Councillors. There will also be significant marketing and training of managers.
- 3.4 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. New or additional Access into Management courses are planned for early 2006.
- 3.5 Workforce Planning - In early 2006 Medium term service priorities will be linked with a high level mapping of workforce requirements to drive a workforce development plan by March 2006. This will also include consideration of workforce profile and diversity priorities, and will inform a People Strategy.

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 2005 – June 2006)**

GENERAL DIVERSITY				
Proposed Action	Target date for completion	Comments/Progress to date	Lead Officer	Plan
Develop Recruitment & Retention Strategy	To be agreed by New HOHR with CEX		HoHR	HR Diversity Plan
Develop on-line recruitment by developing a recruitment portal with Tribal Resourcing & partners within the adverting contract.	March 2006	Electronic application form developed & implemented.	BM (with Margaret Walker)	HR Diversity Plan
Improve Job Design & Job Descriptions to increase retention of high quality applications	To be agreed by New HOHR with CEX		HoHR	HR Diversity Plan
Review & develop work life balance and flexible working opportunities to attract more applicants.	March 2006	Staff questionnaire circulated to 120 staff randomly selected. Manager focus groups took place in October 05.	BM	HR Diversity Plan
Introduce a more robust exit interview process	To be agreed by New HOHR with CEX	Changed Exit Questionnaire in May 2005. Exit Interviews on request. To be incorporated into actions following development of Recruitment & Retention Strategy	HoHR	HR Diversity Plan
Develop partnership approach with regard to Diversity issues with other local authorities.	Continuing	Working with Cambs County on Civil Partnerships.	MG	BVPI

GENERAL DIVERSITY Cont....				
Proposed Action	Target date for completion	Comments/Progress to date	Lead Officer	Plan
Determine management & staff requirements in relation to equality issues, review current/past training provision and address any gaps	March 06	Current L&D programme reviewed, agreed that a new section be added to all EO training and staff induction to inform managers and staff about the current Corporate Equalities Programme. This will be implemented for 06/07 L&D programme	MG	RES/HR Diversity Plan
Investigate feasibility of and potential for mandatory equalities/diversity training for staff, incorporating race equality awareness	For April 2006	To be discussed at a future DWG	MG/DWG	RES
3 SEXUAL ORIENTATION				
Include Sexual Orientation in Employee Data Validation exercise	November 2005	<u>Exercise completed Information/Responses are now being analysed.</u>	BM/MW/KP	HR Diversity Plan
Implement changes to CCC polices and procedures recommended in review of Civil Partnership Legislation.	TBC		MG	HR Diversity Plan
4 RELIGION				
Include Religion in Employee Data Validation exercise	November 2005	<u>Exercise completed Information/Responses are now being analysed.</u>	BM/MW/KP	HR Diversity Plan

5 AGE				
Proposed Action	Target date for completion	<u>Comments/Progress to date</u>	Lead Officer	Plan
Develop & implement workforce planning to ensure the Council has the skills, capacity and development opportunities, required for the future.	October 2005	High level mapping of medium term workforce requirements linked to 2006/07 Service Plans	VMD	HR Diversity Plan
Implement changes to CCC policies and procedures recommended in review of Age Legislation.	TBC		MG	HR Diversity Plan
6 GENDER				
BVPI		Target 2009/10	Actual 2004/05	
11a	% Top 5% of Earners that are women	34%	32%	
Proposed Action	Target date for completion	<u>Comments/Progress to date</u>	Lead Officer	Plan
Develop a flexible working strategy and address long hours culture	Linked to work under Work life balance above	Linked to work under Work life balance above	BM	BVPI
Provide opportunities for women to develop – e.g. mentoring, coaching, shadowing, project involvement	Linked to work for Mentoring under race below.	Linked to work for Mentoring under race below.	KP/DWG	BVPI
Workforce plan/succession planning to address this BVPI.	TBC	To be included in workforce planning	TBC	BVPI

7 GENDER Cont....				
Proposed Action	Target date for completion	<u>Comments/Progress to date</u>	Lead Officer	Plan
Women Aspiring to Management Course: - a) Run another course. b) Managers to encourage women to attend as part of their development plan. c) Market courses strongly with positive messages. d) Run regularly as part of Corp. L&D programme.	Before March 2006	Course set up for November 2005	VMD	BVPI
Set out clear expectations of managers when developing female staff and selecting for promotion	TBC		TBC	BVPI

RACE				
BVPI		Target 2009/10	Actual 2004/05	
11b	% Top 5% of earners from BME communities	4.30%	0%	
BVPI		Target 2009/10	Actual 2004/05	
17	% Employees from ethnic minorities compared to % economically active.	4.30%	4.94%	
Proposed Action	Target date for completion	Comments/Progress to date	Lead Officer	Plan
Set out clear expectations of managers when developing BME staff and selecting for promotion in consultation with BME Staff Group & L&D Working Group	December 2005	Consultation with BME staff group commenced - 04/11/04 - 13/07/05	LH/VMD/KP	HR Diversity Plan/BVPI
Review mentoring scheme with aim of re-launching for BME staff, and other schemes e.g. shadowing, and coaching.	Jan-06	Objectives of scheme drafted for DWG on 14/12/05	KP/DWG	RES/BVPI
Develop trainee positions/career grades working in partnership to develop professionals	TBC	Career Grades developed. Trainee positions will be picked up within workforce planning	VMD	HR Diversity Plan
Workforce plan succession planning to address this BVPI.	TBC	To be included in workforce planning	TBC	BVPI
Address barriers to recruitment and progression for BME staff	TBC		TBC	BVPI
Audit BME Workforce representation at all levels, and publish results	May 2006	Up to date information will be available following the Employee Data Validation exercise.	MW/KP	RES

RACE Cont....				
Proposed Action	Target date for completion	Comments/Progress to date	Lead Officer	Plan
No access to management course planned but agreed as a priority with BME staff group July 2005. Once developed: - a) Managers to ask BME staff to attend as part of their development plan, b) Market courses strongly with positive messages.	For 2006	Trainer Catherine Joyce asked to recommend provider and/or but forward a proposed programme. DWG to review Women aspiring to management course in DWG on 14/12/05	VMD/KP	BVPI
Review Recruitment & Selection for any hidden discrimination or cultural bias, and to encourage increased applications from BME communities. Review to include: a) Recruitment & Selection processes/procedures b) Information provided to applicants	March 2006	Work commenced September 2005. Application form and applicant information reviewed. Tribal have been asked to put forward a new design based on the corporate advertisement design. Form to be discussed in DWG on 14/12/05.	SC/MG	RES
Implement positive action initiatives to address under-representation, in conjunction with the JEG work programme and planned events.	March 2006		MG	RES/HR Diversity Plan
Research why applications are not returned and why applications from under-represented groups are not appointed	TBC		KP	HR Diversity Plan

RACE Cont....				
Proposed Action	Target date for completion	Comments/Progress to date	Lead Officer	Plan
Better marketing of CCC as an employer of choice/LG careers to include a) Targeting via BME community groups b) Diversity Working Group to input to design of initiatives/policies.	March 2006	Work started with Tribal to introduce new advertising style. This will link with On line recruitment work and new application packs. Work to review CCC Internet/Intranet pages to begin in Jan. (also linked to work on the recruitment portal.)	SC/BM	BVPI
Better education of managers about potential discrimination during selection process	TBC		TBC	BVPI
DISABILITY				
8 BVPI		Target 2009/10	Actual 2004/05	
11c	% Top 5% of earners that are disabled	2%	0%	
Proposed Action	Target date for completion	Comments/Progress to date	Lead Officer	Plan
Specific discussion with Disabled staff group when this is established to determine issues faced and best way to address these	TBC	Group being set up in Dec 2006 by SF.	TBC	BVPI
Other actions to mirror those for Gender and Race above.	N/a	N/a	N/a	BVPI

DISABILITY				
Proposed Action	Target date for completion	<u>Comments/Progress to date</u>	Lead Officer	Plan
Better marketing of CCC as an employer of choice/LG careers to include: a) Targeting via disability groups b) Diversity Working Group to input to design of initiatives/policies	March 2006	Work started with Tribal to introduce new advertising style. This will link with On line recruitment work and new application packs. Work to review CCC Internet/Intranet pages to begin in Jan. (also linked to work on the recruitment portal.)	SC/BM/MG	BVPI
Develop partnerships with local sheltered employers e.g. Papworth Trust	TBC	TBC	MG	BVPI
Better education of managers about DDA and attracting disabled candidates, and making adaptations and reasonable adjustments	TBC	TBC	TBC	BVPI
Address barriers to recruitment and progression for disabled applicants to include development of access courses.	TBC	TBC	TBC	BVPI
Diversity Working Group to input to design of initiatives/policies	TBC	TBC	TBC	BVPI
Address access to buildings issues for staff.	TBC	TBC	TBC	BVPI

Completed Items

GENERAL DIVERSITY				
Proposed Action	Target date for completion	Comments/Progress to date	Lead Officer	Plan
Include reason for leaving as discussion point for Staff Survey Focus Groups	September 2004 (Completed)	Staff focus groups took place in November 2004. Staff were asked the following questions ‘What improvements we had made to encourage staff to stay? What else we could do to encourage staff to stay or to recruit new staff?’	VMD	HR Diversity Plan
Ensure that the new City Leadership and management framework includes positive behaviours re equalities	October 2005 (Completed)	Equalities behaviours included in the framework. Managers will also be required to evidence positive behaviour in performance reviews.	HoHR	RES
Provide mechanism for formal consultation with Diversity Staff Groups	September 2005 (Completed)	Set up Diversity (in Employment) Working Group to include representatives from Staff Groups	LH/KP	RES
9 SEXUAL ORIENTATION				
Review CCC Polices and Procedures in light of Civil Partnership Legislation and make recommends for change where required.	December 2005 (Completed)	<u>Review completed. Action plan to implemented required changes being drafted.</u>	MG	HR Diversity Plan

10 AGE				
Proposed Action	Target date for completion	Comments/Progress to date	Lead Officer	Plan
Review Council Policy & Procedures in anticipation of Age Discrimination Legislation in 2006	December 2005 (Completed)	Review completed. Action plan to implemented required changes being drafted.	MG	HR Diversity Plan
Explore joint bid with neighbouring District Councils for funding to implement the National Graduate Recruitment Scheme	For April 2005	Bid for 2005/06 not secured. This will not go forward again at the present time.	HoHR	HR Diversity Plan