

Appendix 2:

Workforce Race Equity Review Recommendations

Action & Implementation Plan

Organisational Development Team

2020-2021



Recruitment and Selection

What have we done:

- Commenced a review our recruitment and selection policies to ensure that they meet our objectives.
- Commenced the work to ensure that inclusive language is used at all stages of the employee journey.
- Implemented recruitment and selection and unconscious bias training, which will be mandated for all recruiting managers.

<i>What we are going to do</i>	<i>How will we know we have succeeded?</i>	<i>Time frame</i>	<i>Owner</i>	<i>Status</i>
Investigate the benefits of Artificial Intelligence (A.I.) in our recruitment marketing to ensure that our opportunities reach all areas of our community.	Research into A.I. has been completed and relevant elements introduced in the recruitment process.	January 2021	Assistant Director Organisational Development	On Track
Develop shared recruitment panel arrangements with neighbouring authorities, to ensure that panels remain representative if suitable panel members from within BCC are not available for a given interview.	Every stage of the recruitment process is gender and racially diverse and that we see a shift to having more successful candidates from Black, Asian and Minority Ethnic as well as female appointments.	March 2021	Assistant Director Human Resources	On Track
Ensure shortlists for BCC vacancies, at all levels, will include at least one Black, Asian and Minority Ethnic candidate and one female candidate, and that every stage of the recruitment process is gender and racially diverse.	Every stage of the recruitment process is gender and racially diverse and that we see a shift to having more successful candidates from Black, Asian and Minority Ethnic as well as female appointments.	May 2021	HR Director	On Track

Career Development

What have we done:

- Drafted a partnership agreement with Birmingham City University to implement work placements and opportunities for their students.
- Commenced work on the BRUM pioneer programme aimed at improving the leadership behaviours, with a specific focus on improving inclusivity across our Senior Leadership Community.
- Removed institutional barriers to progression and developing career pathways, specifically we have amended our Secondment Policy to encourage movement. Staff should not have to choose between career progression or job security.

<i>What we are going to do</i>	<i>How will we know we have succeeded?</i>	<i>Time frame</i>	<i>Owner</i>	<i>Status</i>
Review and re-prioritise workforce planning across the organisation to enable us to clearly evidence priority areas for specific workforce actions to be undertaken at speed.	All service areas have a business plan that includes a workforce plan.	April 2021	Assistant Director Organisational Development working with Directorate Management Teams	On Track
Co-design and implement talent management and succession planning, ensuring that we identify opportunities to develop diversity across our management structure.	A clear talent management plan that identifies talent from diverse representation is in place and is being used by management and monitored by leadership.	April 2021	Assistant Director Organisational Development	On Track

<i>What we are going to do</i>	<i>How will we know we have succeeded?</i>	<i>Time frame</i>	<i>Owner</i>	<i>Status</i>
Implement a bespoke leadership development programme across all levels of leadership which is driven by the individual, therefore removing management bias in candidate nomination.	Inclusive and bespoke leadership development programme across all levels is available and easy to access.	April 2021	Assistant Director Organisational Development	On Track
Sign up to Business in the Community's Race at Work Charter which has five calls to action, including taking action that supports Black, Asian and Ethnic Minority career progression.	BCC signed up to the Community's Race at Work Charter and actively progressing on the five calls to action.	Dec 2020	Assistant Director Organisational Development	On Track

Culture Change

What have we done:

- Implemented our first Culture Change Framework incorporating behavioural indicators.
- Drafted our first Equality Diversity and Inclusion Strategy and Implementation plan.
- Commenced work to renew our corporate relationship with Staff Equality Networks which will include regular check and challenge meetings.
- Implemented annual mandatory equalities training for all staff, this will be further rolled out to every elected Councillor.

<i>What we are going to do</i>	<i>How will we know we have succeeded?</i>	<i>Time frame</i>	<i>Owner</i>	<i>Status</i>
Review the Culture Change Framework to reflect the refreshed Council delivery plan and priorities and place Equality, Diversity and Inclusion at the heart of everything we do.	Culture Change Framework refreshed according to Council priorities with Equality, Diversity and Inclusion indicators threaded through the framework.	January 2021	Assistant Director Organisational Development	On Track
Formalize reflection and development forums for marginalised communities within the organisation.	Equality, Diversity and Inclusion forums have clear structure with broad representation from marginalised communities from within the organisation.	April 2021	Assistant Director Organisational Development	On Track
Create a new diversity audit to inform our long-term strategy. We want to be a learning organisation and better understand how to unblock the barriers to a fully inclusive workplace.	Diversity audit has been rolled out across BCC and specific actions have been agreed to ensure BCC is a fully inclusive workplace.	April 2021	Assistant Director Organisational Development	On Track
Establish a diversity-based reverse mentoring programme that pairs colleagues who may not otherwise come together.	Diversity based reverse mentoring program is now in place partnering with University of Birmingham and West Midlands Employers stakeholders.	April 2021	Assistant Director Organisational Development	On Track

<i>What we are going to do</i>	<i>How will we know we have succeeded?</i>	<i>Time frame</i>	<i>Owner</i>	<i>Status</i>
Develop our coaching and mentoring capability across the organisation and open self-nomination for coaches and coachees.	Coaching and Mentoring offer is relaunched and includes a range of internal and external solutions	September 2021	Assistant Director Organisational Development	On Track

Rebuilding Trust

What have we done:

- Commenced work on a "Rebuilding Trust" programme which will be delivered across the organisation at all levels. This will be co-designed with Trade Unions and our Staff Networks.
- Increased quality interactions with Trade Unions to rebuild the spirit of collaboration around all workforce issues.
- Hosted numerous forums to ask the difficult questions and listen to the lived experience of our colleagues.

<i>What we are going to do</i>	<i>How will we know we have succeeded?</i>	<i>Time frame</i>	<i>Owner</i>	<i>Status</i>
Work with independent ethnographic experts, staff networks and our trade union colleagues, we will undertake a root and branch review of our HR policies, procedures, training and other related activity so that we are assured that we are best in class when it comes to equal employment practice and support.	Completed review of HR policies, procedures, training and other related activity and we are benchmarked as best in class when it comes to equal employment practice and support.	September 2021	Assistant Director Human Resources	On Track

<i>What we are going to do</i>	<i>How will we know we have succeeded?</i>	<i>Time frame</i>	<i>Owner</i>	<i>Status</i>
We will be transparent and open by publishing this review, our Equality Diversity and Inclusion Strategy and Workforce Equality data.	Equality Diversity and Inclusion Strategy and Workforce Equality data and improvements made is shared both internally and externally of BCC.	December 2020	Assistant Director Organisational Development	On Track
We will incorporate Race Pay Gap reporting alongside our Gender Pay Gap Reporting.	Race Pay Gap and Gender Pay Gap is shared annually both internally and externally of BCC.	June 2021	Assistant Director Organisational Development	On Track
HR will implement a regular all staff interactive broadcast to inform and consult on the work, issues, opportunities and progress made.	HR host all staff quarterly interactive broadcasts to inform and consult on the work, issues, opportunities and progress made.	December 2020	HR Director	On Track
Use the Equalities Star Chamber to provide robust internal challenge and scrutiny of the Council's internal equalities practice.	Equalities Star Chamber evidences challenge and scrutiny of the Council's internal equalities practice.	December 2020	Assistant Director Organisational Development	On Track
Implement Allyship approach to unlock conversations and support for behavioural change.	The Allyship approach is embedded into all business plans and workforce plans.	December 2020	Assistant Director Organisational Development	On Track

Improving Data

What have we done:

- Identified the gaps in our data which make it challenging to clearly articulate the issues.
- Commenced discussions with trade unions to improve messaging around the reasons for data collection with our colleagues.
- Implemented mandatory data submission from managers at all stages of the recruitment cycle.
- Commenced data cleansing to support the implementation of the 1B ERP system.
- Contacted each member of the Extended Leadership Team to encourage them to complete their data - we need our leaders to model the behaviours for our colleagues.

<i>What we are going to do</i>	<i>How will we know we have succeeded?</i>	<i>Time frame</i>	<i>Owner</i>	<i>Status</i>
Work with our recruitment partners to include mandatory fields around diversity of recruitment panels and shortlists.	We have robust data on recruitment panels and shortlisting.	October 2020	Assistant Director Human Resources	On Track
Refresh our approach to Equality Impact Assessments and their use during Workforce Planning and organisational redesigns.	Equality Impact Assessments are integrated into Workforce Planning and organisational redesigns and responsible staff are proficient when completing them.	December 2020	Assistant Director Human Resources & Equalities Teams and	On Track

<i>What we are going to do</i>	<i>How will we know we have succeeded?</i>	<i>Time frame</i>	<i>Owner</i>	<i>Status</i>
			Cohesion Manager	
Review and re-establish a robust exit interview process and reporting	Exit interviews are mandatory and all managers conduct respectful exit interviews.	January 2021	Assistant Director Human Resources	On Track
Clearly articulate the benefits to our city of gathering meaningful workforce data, work with management teams to close the gaps in our data	Benefits of inclusive data communicated to all staff and supported by relevant networks and Trade Unions.	December 2020	HR Director	On Track
Undertake a similar deep dive review across all protected characteristics with the intention of bringing together one approach for addressing full representation across the workforce.	There is one approach that covers the representation and inclusion of all protected characteristics.	April 2021	Assistant Director Organisational Development	On Track