

## Appendix 1

### Equalities in Employment Action Plan January 2015

This Action Plan has been developed following analysis of the 2013/14 employment equalities data. It should be read in conjunction with the main report to the Employees' Consultative Forum of 13 January 2015.

Priority Issue	Outcome sought	Actions / Progress to date	Action	Actions proposed 2015/16	Lead Officer / Team
Representation of BAME in workforce does not reflect the local community and proportion of BAME appointments is not consistent with proportion of BAME applications  Underrepresentation of employees with disabilities in the workforce and proportion of appointments of applicants is not consistent with	BVPI 42% of workforce are BAME employees	New online recruitment system, including new application form, introduced from April 2014 to support consistency and quality assurance of the process. Now embedded, this work provides a foundation for specific recruitment initiatives.  New training	1	HR and Pertemps to provide information and promote the use of specific advertising job boards and journals accessed by the BAME community, to Directorates	Munira Kachwala / HR
			2	Directorates to focus on how they can attract high calibre BAME applicants and applicants with disabilities at all levels in any external recruitment campaigns.	Chairs of Directorate Equality Task Groups / Corporate Directors (ETGs/CD)
	3		Directorates to consider how they can positively promote working in their services as an aspirational place to work to specific groups, including potential BAME applicants and potential applicants with disabilities	ETGs/CD	
	4		HR to review Corporate recruitment materials to promote positive messages on diversity and inclusiveness	Ruth Phillips / HR	
	BVPI Staff with disabilities make up 3% of the workforce				

applications received		‘Equitable and Fair Recruitment and Selection’ introduced with very positive feedback	5	HR/ OD to continuously review training and encourage all managers to attend to update knowledge and understanding	Ruth Phillips / HR
			6	Consult with MADG Group on ideas about how to attract applicants from different groups within the community	Jon Turner / ETGs/CD
		Reviewed and re-promoted guidance to managers on supporting staff with disabilities, including making reasonable adjustments  Highlighted the Two Ticks commitment to all Managers at shortlisting stage  Publicised the role of the Disability Employment Adviser, who is now getting more contact from staff and managers	7	HR to embed considerations of disability issues into the new Managing Sickness Absence Policy and Procedure, including advising Managers’ responsibilities in arranging reasonable adjustments to support employees with disabilities	Ruth Phillips / HR

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Under representation of BAME employees and employees with disabilities at higher levels in the workforce	20% of top 5% of earners are BAME employees	Employees from the identified underrepresented groups, including BAME were actively encouraged to apply for leadership development courses - representation of BAME staff on all three programmes is higher than in the workforce.  2 day development programme for Managers on coaching and mentoring introduced  Training for new	8	HR to ensure commissioning of Exec Search includes specific requirements to attract candidates from diverse communities	Jon Turner / HR
	20% of top 5% of earners are disabled		9	Ensure COEP reminded (at least annually) of Council commitment and encourage diversity of panels at each recruitment and appointment process	Jon Turner / HR
			10	Directorates to focus on how they might attract high calibre BAME applicants and applicants with disabilities – both internal and external, for senior roles in their service. Directorates to ensure structured mentoring support in place for all participants on Future Leaders Programme	ETGs/CD
			11	Develop coaching and mentoring programme for Directorates to access and utilise.	Ruth Phillips / HR
			12	Directorates to continue to proactively supporting existing BAME staff and staff with disabilities to progress to more senior levels by encouraging them to develop by offering training, coaching, mentoring.	ETGs/CD

		and includes awareness of cultural difference	13	HR to investigate at what levels BAME employees and employees with disabilities are entering employment with Harrow Council to determine extent of issue.	Ruth Phillips / HR
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Under representation of employees aged under 25 years in the workforce and low level of recruitment of young people	5% of workforce aged under 25	Campaign for 10 new Apprentice roles - recruitment ongoing.  New work placement guidelines and central coordination introduced	14	Continue support for apprenticeships to increase the number and range of opportunities offered	Corporate Directors / DMT
			15	Directorate managers to undertake Exit Interviews with all under 25 year olds resigning, to identify any issues to address	Corporate Directors
			16	HR / Xcite Team to convene group of new apprentices four months after appointment to review experience and identify any changes to induction etc.	Munira Kachwala / HRD
			17	Directorates to actively seek opportunities to offer work placement for local students to gain experience	DMTs
			18	Directorates to explore use of more skills and abilities testing (rather than rely on experience) to assess suitability for appointments/promotion – supported by Pertemps	HR / Directorates

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Over representation of BAME staff in Conduct and Dignity at Work procedures	Representation in employment procedures to be proportionate to representation in workplace	Review of Conduct and DaW cases 2012/13 conducted – findings to follow	19	CEG to consider and support implementation of recommendations from Conduct/ DAW Review Report	HR
		Review of Conduct/Grievance/ Capability procedures ongoing as part HR Transformation project – to provide a clear framework for managers	20	Strengthening training for Managers for consistency and reasonableness of decisions including whether to suspend – training will be provided to managers to as part of the implementation of the HR transformation.	Ruth Phillips / HR
			21	Corporate Governance Board considering whether newly developed e learning module which covers the code of conduct issues and other governance rules, should be included within compulsory training and for whom	HR

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Accuracy and completeness of workforce data	10% increase in employees' protected	Employees have opportunity to amend their	22	Plan schedule of regular messages on new HR intranet pages to encourage staff to update their profiles on SAP.	Linda D'Souza / HR

characteristic information held on SAP	personal data on SAP via ESS and where no access, opportunities for reclassification offered periodically	23	Individual Directorates to promote the reasons why collecting this information is important to their existing staff, and monitor their progress towards holding this information for all their staff.	Mohammed Ilyas / Policy
		24	HR to provide Directorates with data to target their approach. Resources Policy Team to provide information and support materials.	Linda D'Souza / HR
	SAP issue showing underreporting of data corrected	25	HR to monitor data provided through SAP to ensure accuracy of data for equality reporting	Linda D'Souza / HR
		26	Deliver what's it got to do with you workshops for staff and frontline staff (MI)	Mohammed Ilyas / Policy
	Staff Survey question in June 2014 regarding reasons why employees do not declare their disability at work – results inconclusive due to small numbers	27	CEG to consider signing up to national initiatives (e.g. Positive About Disabled People, Stonewalls Diversity Champion)	Munira Kachwala / HR