

For general release

REPORT TO:	Scrutiny and Overview Committee 6 September 2016
AGENDA ITEM:	8
SUBJECT:	DIVERSITY AND INCLUSION
LEAD OFFICER:	Heather Daley, Director of Human Resources
CABINET MEMBER:	Cllr Simon Hall, Cabinet Member for Finance and Treasury
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	Richard Simpson, Assistant Chief Executive s151 Officer and Colin Chadwick, Head of HR Specialist Services

ORIGIN OF ITEM:	This item originates from the Scrutiny and Overview Work Programme for the municipal year 2016/17.
BRIEF FOR THE COMMITTEE:	To review the Council’s progress in shaping a diverse and inclusive workforce that reflects the population of the Borough; and to consider action to be taken in the future to make the workforce more representative of the residents it serves

1.0 INTRODUCTION AND BACKGROUND

- 1.1 The Council’s Equality Policy and supporting opportunity and fairness plan 2016–20 sets out the organisation’s equality objectives. The policy and plan provide the council’s commitment to equality and its ambition to create **a stronger, fairer borough where no community is held back**. The policy is supported by the new equality objectives set out in the Opportunity and Fairness Plan 2016-2020 that sets out the statutory equality objectives in line with the specific duties in Regulations made under the Equality Act 2010. Both documents aim to create a place where people share a sense of belonging, are united by a sense of shared values and are able to lead fulfilling lives through access to fair and equal opportunities and life chances
- 1.2 The Council has set 10 equality objectives for the period 2016 20 including one which makes explicit reference to employment and the need to increase the rate of employment for disabled people, young people, over 50s and lone parents who are furthest away from the job market. As a local employer of residents in Croydon, the council will make a significant contribution to this objective through is employment activity.

- 1.3 In addition, Croydon Council is an ambitious and it is our intention to work towards achieving excellence in equality and inclusion policy and practice. The proposed equality objectives for 2016-20 have been closely aligned with the strategic themes of the Equality Framework for Local Government (EFLG). The EFLG is a national benchmark that many local authorities and other public bodies use to measure their organisational performance on equality and inclusion and put in place improvement plans.
- 1.4 The EFLG consists of five cross-cutting and performance driven principles which align with the PSED. These are:
- Knowing your communities
 - Leadership, partnership and organisational commitment
 - Community engagement and satisfaction
 - Responsive services and customer care
 - A skilled and committed workforce
- 1.5 As a significant employer in Croydon a key action from our opportunity and fairness action plan 2016 - 2020 included implementing a new Council Human Resource Delivery Plan 2016 – 20 to ensure the workforce is reflective of the wider community at all levels. At Appendix C the Council's draft positive steps action plan which underpins it and seeks to address considerations relating to disadvantage, under-representation and participation as well as specific needs.
- 1.6 The Council's as an employer is committed to taking positive steps to ensure that the Council's diversity workforce profile is representative of the Borough's diversity profile.
- 1.7 This report provides:
- Context in relation to the analysis of our workforce data
 - An overview of the legal context
 - A summary of the progress we have already made
 - An overview of the our current position
 - Detail of further initiatives and actions proposed

2.0 THE ANALYSIS OF WORKFORCE DATA

- 2.1 The composition of the residential population provides important context for the analysis of our workforce data. However the extent to which the Council can reflect the community within its workforce has to be taken within the context of rapidly changing population change in the borough, especially during times when the workforce is shrinking and job opportunities are reducing.
- 2.2 Occupational segregation is a further consideration when considering the distribution of particular groups within the organisation e.g. women in roles that have traditionally been male dominated. In this regard interventions seeking changes in workforce composition can only be effective over the longer term.
- 2.3 Workforce data that identifies disproportionate difference between groups may indicate bias in the way Council policies or practices impact on the respective groups. Depending on the difference, it may be appropriate to investigate further, taking into account: the degree of difference; the size of the group

being looked at; the period of time over which the difference is identified; and that any investigation and action should be proportionate to the potential issue¹.

2.4 It is important to bear in mind also that: statistical differences are normal; we cannot reasonably expect all comparisons to be the same; a difference may be reasonable and not necessarily mean that there is a problem, discrimination or unfair treatment. Identifying difference between groups who share a protected characteristic is usually a trigger for a subsequent line of enquiry, rather than a conclusion in its own right.

3.0 LEGAL CONTEXT

3.1 One of the principal aims of the Equality Act 2010 was to set out an enabling legal framework to support the progress of diversity and fairness for everyone; and to the achievement of a workplace culture in which people value diversity and treat people with respect. The Act provides protection for the following personal characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

3.2 It allows for an employer to take positive action in recruitment and in the provision of training and/or support where the employers is able to remove barriers that might prevent certain people with protected characteristics being employed by, or progressing within, their organisation.

3.3 It also allows an employer who reasonably thinks that those who share a protected characteristic have specific needs, suffer a disadvantage or are under-represented to take proportionate action with the aim of, for example, enabling or encouraging persons who share the protected characteristic to overcome or minimise the disadvantage.

4.0 PROGRESS ALREADY MADE

Staff Network Groups

4.1 The Council has set up six staff network groups to champion diversity and support staff - following feedback from an all-staff Council survey in 2015. Each group has a senior sponsor and the staff network chairs are members of the Council's Culture Board. Over 13% of staff are members of a staff network group.

¹ In statistical analysis, the size of the group is an important consideration. It may be difficult to regard a difference as significant for groups where the numbers are small. It is also difficult where a data set contains a high proportion of unknown data. For example, with 30% and 32% respectively of the workforce not declaring their religion/belief and their sexual orientation, any statistical conclusions are likely to be unreliable – but might nevertheless lead to an action or further line of enquiry.

4.2 The six groups are:

- Women's group
- The Black, Asian and Minority Ethnic staff group
- Carers group
- Disability group
- Lesbian, Gay, Bisexual, Transgender (LGBT+) group
- Mental Health group

4.3 All six staff network groups have had a positive impact including for example: the BAME and women's staff network groups have held internally and externally facing conferences involving 100+ staff and residents; the mental health network group has influenced the numbers of staff training and awareness sessions in mental first aid; the LGBT+ group played a key role helping to evidence our Stonewall Index submission; and the disability network group has influenced decision making processes where adaptations for staff are needed.

Equality and Diversity Training

4.4 On-line 'equality and diversity' training was introduced during 2014/2015 and 98% of staff undertook the training (the same training was made available to Members). The same training is provided to new staff as they are recruited and forms part of a wider on-line learning portal accessible to all staff.

4.5 Additionally, in some teams and working groups 'unconscious bias' training has been provided – this training is currently being converted to enable it to be accessible to all staff via the on-line learning portal.

Leadership Programmes – Including additional modules and initiatives for BME and Women

4.6 Workforce profile analysis in previous years identified that BME and Women were under represented in leadership roles within the Council. In the intervening time the Council has developed and run a cutting edge and highly regarded Leadership Programme for both (a) front line and (b) senior managers.

4.7 Additional modules specifically for BME staff have also been developed and will run for the level 1 (front line and middle managers) programme from in September 2016; and for the level 2 (senior leadership) programme from October 2016. So far the take up for the additional BME leadership modules is low; and this is of some concern because it was designed with the support of the BAME network group and was expected to address matters of concern amongst BAME leaders and staff. Work is currently underway to understand why BME managers are not choosing to attend in the numbers anticipated.

4.8 A level 1 (front line and middle managers) leadership programme with specific additional modules specifically for women has also been set up and is in its second year of delivery. A level 2 (senior leadership) programme with modules specifically for women will commence by January 2017.

Senior Women Representation

- 4.9 In 2013 women were underrepresented at tier 1 director level. Following restructure and staff turnover in the intervening time the profile of female directors has changed and almost half are now women. (Currently 8 of 18 posts are filled by women; and one of the 18 posts is vacant pending recruitment).
- 4.10 The women's staff network group is actively influencing initiatives such as: guest speaker, entrepreneurial coaches and story-telling.

LGBT+ Awareness and Representation

- 4.11 In 2014 the Council participated for the first time in the Stonewall Index assessment and was ranked 256. The Council has since improved its ranking to the top 200 employers. LGBT + awareness and representation at Member and senior level has been helped immeasurably by having openly gay or lesbian tier 1 Directors; and more recently with an openly gay Mayor and openly lesbian Chief Executive.

Staff Engagement

- 4.12 The Council conducted an all-staff survey during 2015 – the first for a number of years and 46% of staff participated in this survey. The key highlights (and actions) in relation to culture and diversity were:

Values - and modelled behaviour at senior level:

75% of staff believed in the organisation's values. But only 59% believed the organisation was committed to upholding the organisation's values and only 51% believed senior leaders acted in accordance with the corporate values.

In response to this:

- Tier 1 directors completed a Senior Leadership Development Programme together over the last 12 months and we invested in a coaching programme for Directors over the same timeframe.
- The Council is providing for embedded focus on values within our corporate governance framework by ensuring that the Culture Board has representation on it from staff workforce engagement champions and also from the Council's staff network groups; and
- The Council is also ensuring that our organisational approach to large-scale change includes engagement with staff at an early stage – most recent example being 'managing demand'.

Culture, Behaviour – and trust:

- 67% of staff felt enabled to offer ideas to improve the organisation's outcomes. 88% of staff reported being able to attend corporate events and participate in activities including staff network groups. 61% felt the organisation had consistently treated them well. But only 51% trusted the organisation and 50% would recommend Croydon council as a great place to work.

In response to this we have:

- Reviewed the support we provide to staff who leave the organisation through restructure (e.g. outplacement support help with CV writing and making applications); and
- Opened access to a large range of on-line training to all staff through the provision of the Council's on-line learning portal.

Senior Recruitment

- 4.13 There has been considerable turnover at tier 1 Director-level over the last 3 years with only 5 of the 18 tier 1 post holders having been employed by the Council in a tier 1 role for more than 3 years. Of the 12 posts that have been recruited to (one is currently being advertised externally):
- 8 were recruited to externally; and in every instance there was a mixed-gender and mixed-ethnicity pool of candidates considered at long-list stage.
 - 3 were recruited through ring-fenced selection following restructure (our internal policies provide for staff impacted adversely by restructure where there is a 50-80% match with newly created jobs to be considered for those jobs on a ring fenced basis – i.e. ahead of any other applicants – and this is good practice to mitigate the risk of compulsory redundancy); and
 - one internal applicant was appointed following internal and external advertisement.

Gender Pay Gap Assessment

- 4.14 Initial monitoring of the gender pay gap shows that the actual basic pay of women is 92% that of men (although if full-time equivalent basic pay is used the gap becomes 2% rather than 8%). A pay gap of more than 5% on actual basic pay would warrant further investigation.
- 4.15 Tier 1 Directors are all on a single fixed pay point i.e. there is no pay grade with provision for increments; and newly appointed tier 2 posts are also appointed to a fixed pay point pending a review of tier 2 pay arrangements to fixed pay points also which, if implemented, will be from April 2018.

Performance Appraisal

- 4.16 The Council's appraisal scheme ('Our Appraisal') was reviewed in 2013 and from this point on we have worked on the basis that:
- The assumption at the outset that staff are 'competent'
 - There is an emphasis on dialogue between manager and staff
 - There is a four-grade 'end of year' appraisal rating (not met, developing in role, meeting expectations and exceeding expectations); and
 - There is provision for incremental progression through a pay grade only if staff are rated 'exceeding expectations' and they are not on a fixed pay point.
- 4.17 In terms of supporting staff and managers with appraisals there has been support in the following ways:
- Regular training opportunities have been provided throughout the year. An 'Introduction to Our Appraisal' workshop aimed at newly recruited or

promoted managers features on the Council's 'Manager's Essentials' programme and is delivered every three months.

- A series of supporting workshop activities by the learning and development team has offered a number of 90-minute workshops designed to help staff and managers get the most out of Our Appraisal. This is delivered at the most appropriate time of the Our Appraisal cycle and the workshops support the end of year discussion; and
- 'Our Appraisal' Guidance has been revised to provide greater clarity for; the role of the grandparent manager; stretch objective setting and end of year rating.

4.18 The third year of Our Appraisal (2015/16) saw 91% of end of year appraisals submitted. Significantly it represents a 19% increase on last year's figure of 72%. We are currently following up with managers of the 9% for which no end of year form was submitted.

4.19 We are now in the fourth year since the scheme was revised and we are aware of a number of staff seeking a number of changes to the performance management/ appraisal system. The requests for these changes are rooted in two perceptions (1) that the appraisal system is unfair, and (2) that it is not a meaningful process.

The Council has listened and in response to this we will:

- Engage with network groups and the trade unions, including use of expert external facilitative support, to articulate what the issues are, investigate matters further and help agree positive actions.
- From April 2017 more closely align the Council's service planning and objective setting processes with the setting of appraisal objectives; and
- Review our pay and reward (and appraisal) arrangements.

Employee Relations Cases

4.20 The number of employee relations cases is low which means statistical analysis may be compromised because the data set is so small and where there is a high proportion of the workforce not declaring their protected characteristic details.

4.21 Despite the low number of suspensions, disciplinary, complaint, capability/ill health, and capability/performance cases we are proposing to provide expert external facilitative support for network groups and trade unions to articulate issues and help agree actions.

4.22 An analysis of the Council's Employee Relations cases in 2015/16 showed:

- 18 suspensions (average length 16 weeks)
- 40 disciplinary cases (18 in the People Department, 16 in the Resources Department and 6 in the Place department) of which 32.5% were BME staff; and 60% (6 of 10) of those cases resulting in dismissal were BME staff.
- 17 formal complaints lodged by staff, of which 58% were raised by BME staff.
- 7 formal 'capability/ill health' cases of which 43% were BME staff; and
- 10 'formal 'capability/performance' cases of which 50% were BME staff

In response to this:

Closer working with trade union representatives continues to take place and the three 'staff side leads' for UNISON, Unite and GMB, plus union colleagues have been offered unconscious bias training. Additionally, there have been a number of successes with the staff side leads and HR team members working closely to resolve matters informally without the need for the Council's formal complaint procedures to be invoked.

5.0 COUNCIL'S CURRENT POSITION

5.1 Appendices A (and B) provide detail of the Council's workforce, diversity breakdown and comparisons where possible with the resident population.

5.2 Data Gaps: We have following data gaps:

- 15-32% of the workforce has not disclosed their personal protected characteristics (e.g. 15% for ethnicity; 32% for sexuality, 23% for disability, 30% for religion or belief)
- Internal promotions: we have no mechanism for tracking and reporting internal movements of staff or for differentiating between changes in grade due to re-evaluation of existing role, internal application or reorganisation; and
- Recruitment: the movement of candidates at each stage of the recruitment process is not tracked and reported by 'protected characteristics'.

6.0 FURTHER INITIATIVES AND ACTIONS PROPOSED

6.1 We are drawing up a "positive steps - action plan" 2016-2020 with staff network groups and trade unions that will address actions arising from this analysis and underpin the Diversity and Inclusion quadrant of the HR Delivery Action Plan 2016-2020. The draft plan attached as Appendix C.

6.2 **Further Lines of Enquiry**: Our analysis of workforce and employee relations cases has identified a number of further lines of enquiry for deeper analysis. In the first instance we are proposing to provide expert external facilitative support for network groups and trade unions to help articulate issues and help agree actions.

Workforce: (reference Appendix A)

- Under-representation of BME staff generally at senior levels and within the Place Department; and under-representation of Indian and Pakistani staff across the workforce
- A reduction in part-time working from 26% to 19% since 2012.
- Over representation of staff aged 46 - 60 years; and
- Some assumed occupational segregation across Departments.

Appraisal / Employee Relations:

Appraisals were completed for the 2015/16 by the end of June 2016 and we are following-up on the 9% for which no end of year return was submitted. Further more extensive analysis will be undertaken to understand better the reasons for any apparent over, or under representation, of particular protected groups.

In relation to employee relations, despite the small numbers of cases (less than 3% of the workforce in total) compared to the workforce as a whole the following will be investigated further:

- BME staff were over represented in relation to; formal complaints, ill health (capability), performance (capability) and disciplinary dismissal cases.

6.3 Proposed Main Priorities 2016-2018 Our proposed priorities for focus during 2016/17 and 2017/18 are highlighted within bold text in Appendix C i.e.

- Review and implementation plan to ensure the provision of a fully inclusive and accessible recruitment service
- Increase staff disclosure of protected characteristics
- Organisation-wide unconscious bias training
- Achieving Disability Confident and Timewise accreditations
- Review of policies and practice regarding sickness absence
- Expert external facilitative support for network groups and trade unions to articulate issues of concern and help agree actions
- Pay audit
- Skills training for managers undertaking misconduct, capability and complaint investigations and hearings
- Review of pay and reward (including appraisal) processes/arrangements

Appendices

APPENDIX A: WORKFORCE AND RESIDENTIAL PROFILE

APPENDIX B: SUMMARY OF ANALYSIS OF WORKFORCE PROFILE

APPENDIX C: DRAFT 'POSITIVE STEPS ACTION PLAN 2016-2020

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BACKGROUND DOCUMENTS:

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APPENDIX A: WORKFORCE (31 March 2016) AND RESIDENTIAL PROFILE (2011 Census)

GENDER	Employees	Employee %
Male	919	34%
Female	1786	66%
Total	2705	100%

Residents
49%
51%
100%

DISABILITY	Employees	Employee %
Disabled	189	7%
Not Disabled	1894	70%
Not Declared	622	23%

Residents
8%
92%

ETHNICITY	Employees	Employee %
Bangladeshi	13	0.48%
Black African	223	8.24%
Black Caribbean	295	10.91%
Chinese	11	0.41%
Indian	81	2.99%
Mixed White and Asian	26	0.96%
Mixed White and Black African	11	0.41%
Mixed White and Black Caribbean	37	1.37%
Other	98	3.62%
Other Asian	39	1.44%
Other Black	50	1.85%
Other Mixed	29	1.07%
Pakistani	18	0.67%
BME Totals:	931	34.42%
White British	1,231	45.51%
White Gypsy or Traveller	1	0.04%
White Irish	49	1.81%
White Other	98	3.62%
White Totals:	1,379	50.98%
Not Declared	395	14.60%

Residents
0.71%
7.98%
8.62%
1.08%
6.79%
1.41%
0.90%
2.66%
1.76%
4.85%
3.57%
1.60%
2.99%
44.91%
47.26%
0.06%
1.48%
6.29%
55.09%
0.00%

AGE	Employees	Employee %
16 - 21	10	0.37%
21 - 25	70	3.00%
26 - 30	194	7.00%
31 - 35	332	12.00%
36 - 40	297	11.00%
41 - 45	303	11.00%
46 - 50	453	17.00%
51 - 55	473	17.00%
56 - 60	359	13.00%
61+	214	8.00%
Not Declared	0	0.00%

Residents
6%
7%
8%
8%
7%
8%
8%
6%
5%
16%
0%

RELIGION & BELIEF	Employees	Employee %
Buddhist	14	0.50%
Christian	1192	44%
Hindu	46	2%
Jewish	4	0%
Muslim	48	1.80%
None	499	19%
Sikh	6	0%
Other religion	79	3%
Not Declared	817	30.20%

Residents
0.66%
56.42%
5.98%
0.20%
8.12%
19.99%
0.40%
0.59%
7.64%

SEXUALITY	Employees	Employee %
Bisexual	4	0.15%
Heterosexual	1714	63.36%
Homosexual	28	1.04%
Other	85	3.14%
Not Declared	874	32.31%

Residents
n/a
n/a
n/a
n/a
n/a

Notes

- Resident figures taken from 2011 census.
- Resident disability figures are those for age 16-64 to more accurately reflect working age population.
- Significant statistical analysis may be compromised where data sets are small and/or where there is a high proportion of the workforce not declaring details of their protected characteristic

APPENDIX B: SUMMARY OF ANALYSIS OF WORKFORCE PROFILE

1.0 The Council undertakes an annual **workforce profile analysis** and the high-level data is detailed below. Of particular note:

- The Council's workforce has reduced by 20% since 2012 to 2,705 headcount (2,515 full time equivalent) in April 2016
- The number of staff who have not disclosed some protected characteristic detail has steadily increased over the years - and in 2016 for some characteristics this is as high as 32%
- Over the period since September 2013 there has been no significant change in the overall ethnicity or gender profile of the Council
- Age: The Council continues to have an aging workforce with over representation of staff aged 46 - 60 years compared to residential population
- Disability: 7% of staff have declared themselves to have a disability (upper quartile for London Councils) and 5% of senior staff have a declared disability (London average 4%), though:
 - o 23% of staff have not disclosed whether or not they consider they have a disability.
- Race: The overall black and minority ethnic (BME) profile of the Council has remained around 34%, compared to 45% of residents within the Borough; and the number of BME leavers (31%) is slightly lower than the BME declared workforce, though:
 - o In overall terms, black Caribbean employees exceed that of the resident population (8.6%); and the proportion of black African employees is broadly the same as the resident population (7.9%)
 - o BME staff are underrepresented within the Place department (25%)
 - o BME staff are underrepresented at senior levels (tier 1 and tier 2) within the Council (14%)
 - o Around 15% of staff have not disclosed their ethnicity
- Religion or Belief: 50% of the declared religion within the workforce is Christian which broadly reflects the resident population (56%), though:
 - o Declared Hindu and Muslim employees are under-represented compared to the resident population
 - o Around 30% of staff have not disclosed their religion or belief
- Sex: The overall gender profile of the Council as a whole has remained around 66% female, compared to 51% of residents within the Borough; and the number of leavers broadly reflect the gender balance of the workforce, though:
 - o Female staff are underrepresented within the Place department (40%) and overrepresented within the Resources department (72%) and the People department (72%).

Note: Significant statistical analysis may be compromised where data sets are small and/or where there is a high proportion of the workforce not declaring details of their protected characteristic e.g. 15% for ethnicity, 23% for disability, 30% for religion/belief and 32% for sexual orientation (see section 2 of report)

Sexual Orientation: Around 32% of staff have not disclosed their sexuality. Of those that have 1.5% have declared themselves as LGBT. There is no comparative data from the 2011 national census.

Note: Significant statistical analysis may be compromised where data sets are small and/or where there is a high proportion of the workforce not declaring details of their protected characteristic e.g. 15% for ethnicity, 23% for disability, 30% for religion/belief and 32% for sexual orientation (see section 2 of report)

APPENDIX C: DRAFT 'POSITIVE STEPS ACTION PLAN 2016-2020

Human Resources Delivery Action Plan 2016-2020
Diversity and Inclusion - underpinning 'positive steps' action plan
<i>DRAFT PLAN v0.1 (26 August 2016)</i>
Partnership Working externally
Agreeing a strategy and actions for a 'value Croydon' business proposition - linked to corporate social responsibility - including encouraging suppliers and partners to: <ul style="list-style-type: none"> (a) achieve Timewise accreditation (b) achieve Disability Confident - leader accreditation (c) Exemplar for Borough's Employer Charter initiative
Council membership of Disability Confident Action Group – in place
Recruitment
Review and determine implementation plan to ensure provision of a fully inclusive and accessible recruitment service i.e: <ul style="list-style-type: none"> - Identify barriers that might prevent or deter people (e.g. removal of personal details from forms sent to recruiting managers) - Make sure online and offline processes are fully accessible (provision of named contact, tel number and e./mail to ask for support or to ask questions) - Test recruitment process by disabled people - and remove any barriers - Short accurate job descriptions - All document available in different formats if required (written and on line) - Accept job applications in a variety of formats - Ensure those involved in the recruitment process know how to support disabled applicants
Review intranets/microsites for recruitment and training (work experience, apprenticeships etc) opportunities to provide (eg): welcome messages, 'my stories' and other means to demonstrate commitment to diversity and inclusion
<u>Disability:</u> Disability Confident - committed accreditation August 2016; Aiming for DC - Employer accreditation November 2016; and DC Leader accreditation 16/17
Provide advice and support on intranet/microsites for prospective applicants on how to make a good application (for recruitment or training)
Review of minimum criteria within JDs: This is a significant piece of work. Tier 1 and Tier 2 JDs all currently reviewed on creation/reappointment. HR objective planned to undertake QA of all Tier 2 JDs during 2016/17.
Ensure interviewers know how to support disabled applicants e.g. offering extended or working interviews to enable disabled staff to demonstrate their potential (draw up guidance and cross-reference with LMS training)
Work with recruitment agency provider(s) to ensure they: <ul style="list-style-type: none"> (a) understand our workforce profile (b) that they are equally committed to taking 'positive' steps to ensure diversity and inclusion

Note: Significant statistical analysis may be compromised where data sets are small and/or where there is a high proportion of the workforce not declaring details of their protected characteristic e.g. 15% for ethnicity, 23% for disability, 30% for religion/belief and 32% for sexual orientation (see section 2 of report)

Targeted help for potential applicants from under-represented groups: e.g.

- (a) part time, BME and disabled staff for senior roles
- (b) women for occupations within the Place Department
- (c) Individuals returning to work after a long period of absence (link to Gateway and Welfare Services)

Embedding consideration and provision of 'reasonable adjustments' for staff with disabilities into standard recruitment, selection, offer and pre-employment 'on boarding' processes:

Examples would be changes to working patterns, adaptation to premises or equipment and provision of support packages - to include trainees, agency workers, apprentices, partners. Consideration of Access to Work Scheme and related provisions

Under represented group(s) to form part of (or attend) shortlisting and selection panels for recruitment (and training opportunities). Need includes:

- (a) BME - Tier 2 and above
- (b) Women - Tier 2 and Tier 3; and Place department
- (c) Under-represented groups impacted by restructure (e.g. ring fenced selection, redeployment selection. Note: A trial is underway where the BME network sponsor attends ring fenced selection panels where underrepresented BME staff (at senior levels) are impacted by redundancy

Commission of an independent survey (no cost) of recent recruits to the Council - to understand and learn from their perceptions of the Council as an employer - underway

Work Experience and Training

Commitment to offering disabled people (at least 1) of the following:

- (a) work experience
- (b) work trials (16+ hours/week for at least 13 weeks – e.g. via JC+)
- (c) paid employment (permanent or fixed term)
- (d) apprenticeships (study plus work based qualification)
- (e) job shadowing opportunities (1/2 day to 2 days)
- (f) traineeships
- (g) paid internships and supported internships (1-4 months)
- (h) student placements (for 4-6 months)
- (i) sector-based work academy placements (via JC+)

Supported Internships (see below)

Diverse and Inclusive Culture

Increase staff data disclosure of personal characteristics - supporting employees to be open and to discuss access and support needs (Currently there is staff non-disclosure of: 15% ethnicity, 23% disability, 30% religion or belief, 32% sexual orientation

Campaign with staff network groups planned for September/October 2016 to improve understanding of why it is important to the Council to collect and monitor these details

Note: Significant statistical analysis may be compromised where data sets are small and/or where there is a high proportion of the workforce not declaring details of their protected characteristic e.g. 15% for ethnicity, 23% for disability, 30% for religion/belief and 32% for sexual orientation (see section 2 of report)

Positive steps programme of cultural diversity and inclusion engagement and communications, including:

- (a) zero tolerance message to all staff and managers alongside launch of revised Code of Conduct
- (b) clear escalation processes for staff, TUs, network chair/ sponsors with concerns

Phase 2 equality and diversity training including **organisation-wide unconscious bias training** - to embed and improve learning to be (a) determined and (b) implemented

Timewise Accreditation

Training and Development Specifically for Under Represented Groups

Training opportunities to help diminish occupational segregation and under representation:

- 1) Business Support/Executive Support - developing existing cohort, and targeting male and BME
- 2) (Apprentice) Enforcement Agents - targeting women and BME
- 3) Graduate Planning Officers
- 4) 'Attached ' secondments (up to 12 weeks) to project management/other roles in Place department

Provision of mentoring, coaching, buddying and other support networks for under-represented groups:

- access to staff networks, mentoring, coaching, buddying support for under-represented staff

Tracking of participants on the Council's Leadership Development programme to determine if they subsequently benefit from promotion internally or, if exiting, from opportunities outside the organisation that the training and support we provided helped.

Disability (including Mental Health); and Sickness

Achieve Disability Confident - Employer status - by November 2016

Achieve Disability Confident - Leader status - during 2016/17

Supporting employees to manage their disabilities or health conditions

Need for particular links to:

- (a) Disability Staff Network Group, and
- (b) Mental Health Staff Network Group

and internal comms/OD teams for campaigns to increase disclosure rates

Supported Internships for people with Learning Disabilities for 6-12 months:

Note: Launch being planned for September 2017 to include 8-10 placements for 18-24 years olds with Learning Difficulties.

From September 2016 onwards Croydon College and Council will identify students for the programme to start 2017

From September 2016 onwards Council to identify potential placements

Supporting staff who are sick or absent from work

- **clear policies and practice for managing sickness** absence - with particular attention on reviewing all sickness absence of 4 months or over by (date to be

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<p>agreed) and ensuring consistency of practice</p> <ul style="list-style-type: none"> - appropriate referral to 'Fit for Work' service - review of OH service from April 2017 - regular contact with absent staff from their line managers - provision of a support plan for when staff return to work - with particular focus on return to work interviews and processes
<p>Guiding staff to information and advice on mental health</p> <p>Note: 'Employee Assistance Programme in place, Mental Health staff Network in place, Mental Health First Aid Network in place, Mental Health Lite training available</p>
<p>BAME</p>
<p>Ongoing support for shared senior sponsorship of BAME group role and support for a vice-chair BAME staff network role</p>
<p>Expert external facilitative support for network groups and trade unions to articulate issues and help agree actions</p>
<p>Positive stories and role modelling from senior BAME role models, including: BAME sponsor seeking Tier 1&2 BAME allies to provide support.</p> <p>'My Story' example of a tier 2/3 BAME male in a non-male occupation sourced</p>
<p>Valuing and listening to feedback from staff with BAME backgrounds - via BAME network group</p> <p>Work with BAME group to increase disclosure</p>
<p>LGBT +</p>
<p>Valuing and listening to LGBT+ staff feedback - via LGBT+ network group</p> <p>Work with LGBT+ group to increase disclosure</p>
<p>Guidance for managers and staff on the intranet</p>
<p>Women</p>
<p>Gender Pay gap to be focus for pay audit during 2016/17</p>
<p>Positive Stories from senior women including examples (both genders) of flexible working arrangements:</p> <p>'My Story' example of Tier 2 female working compressed hours already sourced</p>
<p>Carers</p>
<p>To be confirmed</p>
<p>Employee Relations</p>
<p>Skills training for managers undertaking misconduct, capability and complaint investigations and hearings</p>
<p>Ensuring 100% of suspensions are reviewed by HR and the commissioning manager every 4 weeks.</p>
<p>Investigation into why investigations are taking so long and recommendations for how 90%+ can be concluded within 12 weeks</p>
<p>Gender and part time working analysis of disciplinary case work</p>
<p>Cross referencing of matters giving rise to disciplinary action and the Council's Code of Conduct</p>
<p>Expert external facilitative support and trade unions to articulate issues (including why BME staff make proportionally more formal complaints) and help agree actions and recommendations for how more matters can be resolved INCLUDING informally/early.</p>

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Skills training for managers acting as (a) Panel members (b) presenters to a disciplinary hearing
Process to review and agree lessons learned between HR expert leads for (a) ER and (b) Trade unions (where staff are represented by Trade Unions)
Performance Appraisal/Management
Follow-up analysis of performance appraisal outcomes for 2015/16 and upcoming mid-year reviews 2016/17
Expert external facilitative support for network groups and trade unions to articulate issues and help agree actions
From April 2017 we will be closely aligning the Council's service planning processes and objective setting with the setting of appraisal objectives.
Review of appraisal process – (see pay and rewards below)
Training
Focus on dispersed leadership and the need to (a) develop middle managers and (b) review our performance management processes and skills.
Pay
Review of tier 2 pay arrangements to fixed pay points which, if they are implemented, will be from April 2018.
Review of pay and reward (including appraisal) processes and arrangements

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