

Equal Opportunities in Employment & Training 2007-2010

Human Resources

Ref.	Equality Strand	Action	By When	By Whom	What will be different?	Outcome/ Evidence
	All	<p>Provide external mentoring on EINAs best practice for selected managers through the IDeA</p> <p>Train managers in the core requirements and principles of EINAs as part of RichMix manager training</p> <p>Develop an internal knowledge sharing network for managers to share best practice on EINAs</p>	<p>April 2008</p> <p>April 2010</p> <p>April 2009</p>	<p>HR Equalities Manager with Corporate Equalities</p> <p>OHRD with Corporate Equalities</p>	Managers recognise the importance of EINAs and have the skills to conduct them	Increased number of equality objectives in directorate action/ service plans
	All	<p>Include dignity at work as core part of the RichMix for managers – awareness, policies & skills</p> <p>Develop improved guidance and signposting for staff on dealing with harassment and bullying</p>	<p>April 2010</p> <p>April 2008</p>	<p>OHRD with HR Equalities Manager</p> <p>HR Equalities Manager</p>	Develop greater awareness of harassment & bullying, and how to deal with this, among staff	Staff survey results reporting levels of harassment and bullying for different groups
	All	Provide training for managers on the implementing the Equality Standard with contractors and partners	December 2007	OHRD with Corporate Equalities	Equalities issues are actively and positively addressed	Equalities issues are rigorously covered in the Council's

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					by contractors in the provision of goods and services	contracts with third parties
	All	Build equality objectives and targets into management appraisal mechanisms	March 2008	Head of HR	Managers appraised on their achievement of equality objectives	Equality objectives with measurable outcomes present on sampled appraisals
	R, G, D	Support Education and Children's Services in developing a diversity and equality action plan for employment in the Council's Schools	April 2008	HR Equalities Manager to support E&CS	Action plan agreed with E&CS senior management for developing employment equalities in the Borough's Schools	Increase in the percentage of BME, disabled and male staff employed in teaching in the Borough's schools (target to be agreed)
	R,G, D	Extend existing monitoring mechanisms to provide equality monitoring data relating to HR targets to Gender (workforce composition, recruitment & selection, complaints and grievances, disciplinary actions, ill health capability cases and retention) and Age (Workforce Composition)	June 2007	HR Equalities Manager	Monitor the impact of workforce practices on staff by race, disability, and gender; monitor workforce profile by age.	Annual Workforce Monitoring Report covers race, disability, gender, age.
	G,D, F	Include training on key policies in RichMix for managers – flexible working (G), absence management (D), Maternity/ Paternity (G), reasonable adjustments (D), managing religious needs (F)	April 2010	OHRD with HR Equalities Manager	Ensure that managers are able to implement key employment policies fairly and consistently	

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	R, D	<p>Develop improved recruitment and selection monitoring tools as part of the new Response Handling Service</p> <p>Investigate adverse impact for BME and disabled applicants in the recruitment and selection process and develop an action plan to address</p> <p>Benchmark LBRuT recruitment performance with comparable Boroughs</p>	<p>March 2008</p> <p>July 2007</p> <p>March 2008</p>	<p>HR Operations</p> <p>HR Operations to lead investigation with support from Specialist Services and Directorates</p> <p>HR Equalities Manager to conduct benchmarking exercise</p>	<p>Reduce adverse impact for BME and Disabled applicants for jobs</p>	<p>Reduction in the probability of disabled applicants being rejected during shortlisting for LBRuT (excluding schools), from 2.2 less to 1.8 less by December 2008</p> <p>Achieve a reduction in the probability of BME applicants being rejected during the overall selection process, from 2.6 to 2.0 by December 2008.</p>
	R	<p>Develop an initiative to support and develop BME managers in Middle to Senior management:</p> <p>'Inspire' programme to support and develop confidence in BME managers</p> <p>Develop a targeted campaign to attract greater numbers of BME applicants to advertised positions at PO9 and higher</p>	<p>To commence March 2008</p> <p>Current</p> <p>December 2007</p>	<p>OHRD</p> <p>OHRD</p> <p>HR Operations with support of HR Equalities Manager</p>	<p>Increase the representation of BME staff at senior levels of the Council</p>	<p>Increase in BVPI11b Top 5% of earners from 4.44% to 6.75% by December 2009</p> <p>Evaluation of impact of Inspire programme on confidence and career related activity.</p>
	R	<p>Implement a training programme (Ascent) to develop the skills and confidence of BME staff working in</p>	<p>Current</p>	<p>OHRD</p>	<p>Improved representation of BME managers in</p>	<p>Evaluation of impact of Ascent programme on confidence and</p>

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		non-management roles in identified departments: Development and Street Scene, Property and Procurement, Traffic and Transport, Revenues and Benefits, Adults – PLD, Education.			those departments with proportionately few BME managers to overall numbers of BME staff.	internal career activity. Improvement in the proportion of BME staff employment at SO1 and higher in targeted departments, from April 2006 benchmark to April 2009.
	R	Review the training provided for managers in the use of the capability, disciplinary and grievance procedures and ensure equality considerations are addressed. Develop a proposal for coaching support for managers in addressing capability and performance issues	August 2008	OHRD with support of the HR Equalities Manager HR Business Partners	Managers are consistent and fair in following the capability, grievance, and disciplinary policies for all staff	Reduction in disproportionate level of capability, disciplinary and grievance proceedings for BME staff
	D	Include a review of the appeal of the LBRuT brand to disabled people as part of the branding review	October 2007	Head of HR Operations	Increase the number of disabled applicants for vacancies at LBRuT to better match the Borough benchmark	Improve the percentage of applicants for Council vacancies (excluding Schools) who disclose a disability from 3.9% to 5% by December 2009

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	D	Implement a positive action initiative to recruit and support people with learning disabilities in the Council	July 2007	Principal Policy Officer, Corporate Policy Unit and Head of HR Specialist Services	Increase the number of disabled staff in the LBRuT workforce	Improve percentage of disabled staff from 2.18% to 2.87% by March 2008
	D	<p>Agree target timescales for making adjustments for disabled staff</p> <p>Work with SDAG to identify and address bottlenecks in the provision of adjustments and agree actions</p> <p>Develop monitoring system to ensure adjustments are provided within agreed timescales</p>	<p>December 2007</p> <p>December 2007</p>	HR Equalities Manager	Improve the time taken to provide adjustments for disabled staff	<p>Targets established</p> <p>Monitoring system implemented</p>
	D	<p>Conduct focus groups with disabled staff to explore the issues facing them at LBRuT</p> <p>Develop an action plan for improving the overall satisfaction of disabled staff and present to the Strategic Equalities Executive Board</p>	<p>March 2007</p> <p>May 2007</p>	HR Equalities Manager	Improve the satisfaction of disabled staff working for LBRuT	<p>Improve the Overall Satisfaction of disabled employees working for the Council in the Staff Survey from 57% (2005) to 63% by March 2009</p> <p>Improve the satisfaction of disabled employees with Management Style & Leadership</p>

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						from 52% (2005) to 57% by December 2009
	D	Train 50 council staff outside of Adult Social Services and Housing, and Members, in Learning Disability Awareness	March 2007	Manager - Workforce Planning and Development	Promote better understanding of the needs of people with a learning disability in the Council workforce.	Completion of training by staff and Members
	D	Monitor the reported level of appraisals received through the staff survey and other mechanisms currently being put in place. Raise awareness of appraisal requirement among disabled staff through SDAG Address any shortfalls through the HR Business Partners		Head of Business Support	Greater proportion of disabled staff receive an annual appraisal	Increase in the number of disabled staff reporting appraisals in last 12 months from 79% in 2005 to 85% in staff survey by December 2009
	D	Consult disabled staff as part of the development of the new Managing Health and Attendance Procedure. Conduct an EINA on the new policy to identify and address adverse impact for disabled employees	Completed Completed	HR Equalities Manager	Reduce adverse impact of ill health capability proceedings on disabled staff	Reduction in the likelihood of disabled staff going through ill health capability proceedings from 4.5 times (at March 2005) to less than 4.
	D	Conduct a survey of employees to update records on disability – consult SDAG to ensure any concerns over disclosure are addressed	September 2007 (moved from July 2007 to allow for consultation on inclusion of Sexual	HR Management Information/ Systems Manager	Re-assess the number of disabled staff in the Council	Survey (excluding Schools) to be completed and data updated by September 2007.

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			Orientation in survey)			Survey of Schools to be completed and data updated by December 2007.
	G	Conduct an Equal Pay Audit, review analysis and develop an action plan.	September 2007	Specialist Services	Clear understanding of issues relating to equality of pay.	Action Plan and timetable for implementation
	G	Review whether to extend employment monitoring to include transgender staff	September 2009	HR Equalities Manager	Clear position on appropriate monitoring of trans staff	Recommendation made to Head of HR
	G	Assess the proportion of employees returning to work from maternity Benchmark return from maternity leave with comparable London Boroughs	July 2009 July 2009	HR Operations – MIS HR Equalities Manager	Assessment of how well we retain staff with childcare needs	Report from data analysis and benchmarking exercise
	SO, F	Consult on the extension of employment monitoring to cover the sexual orientation and faith of employees and applicants for jobs	September 2007	HR Operations, and HR Equalities Manager	Agreement on the extent of monitoring of sexual orientation & faith, and how to manage data protection issues	Actions for monitoring approved by SEEB
	F	Guidance for managers on managing faith in the workplace	September 2008	Specialist Services	Managers will be able to positively manage the needs of people with religious needs at work	Staff survey results for people with religious needs
	F	Work with Facilities Management to provide a dedicated quiet room for prayer and contemplation in the Civic	April 2008	HR Equalities Manager with Head of Facilities	Employees who need to pray during working hours will be	Provision of a quiet room in the Civic Centre

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		Centre			able to do so	

Appendix 1: Timetable of new EINAs to be undertaken

2007/08

Managing Health and Attendance; Childcare Voucher Scheme; Flexible Working policy; Homeworking policy; Maternity, Paternity & Adoption policies; Appraisal scheme; Capability Procedure (incl schools); Disciplinary procedure (incl schools); CRB and Vetting Policy; Schools Grievance Procedure; Relocation policy

2008/09

Stress Management Handbook

Whistleblowing policy

Job Evaluation scheme

Faith at Work Guidance