

Appendix 1 - Birmingham City
Council
Workforce Race Equity Review
Action plan update May 2021

Introduction

As part of the Workforce Race Equity Review 2019/20 we implemented a range of actions to address the challenges that we found from the analysis. The report identified that:

- Our workforce didn't reflect the diversity of our city, with 67% of our Black, Asian and Minority Ethnic staff serving in operational or front-line roles.
- Staff from Black, Asian or Minority Ethnic communities were likely to be paid 7.9% less than their White counterparts.
- We didn't recruit enough Black, Asian and Minority Ethnic staff at management levels.
- There was less likelihood of being promoted to Grade 5 and 6 if you are from a Black, Asian and Minority Ethnic community.
- If you are from a Black, Asian and Minority Ethnic community you were more likely to resign or be made redundant than if you are White.

We faced several challenges when compiling the information to support the audit as a result of the under-reporting of data by staff with regard to their protected characteristics. We had a 29% data gap for ethnicity, and a 60% gap for religious belief. There was a narrative that trust had been eroded over decades, with anecdotal stories which reinforced an adversarial "them and us" culture, exacerbated by instability at the top table over a number of years.

Themes from the Workforce Race Equity Review

In order to address the issues we found, we created the action plan around 5 key themes, these being:

- Recruitment and selection – ensuring our recruitment and selection addressed the need to close the gap in representation across the workforce.
- Career development – unleashing the potential of the workforce so that promotions were more equitably distributed.
- Rebuilding trust – enabling our teams to feel that they can trust the organisation and our approach to tackling the issues from the review.
- Culture change – focussing on how we build a culture which embraces diversity, equality and inclusion.
- Data – reducing the data gaps and using our data and insight to address issues.

The tables on the following pages indicate the progress made against each of the actions under the 5 themes in the Workforce Race Equity Review 2019/20 action plan.

Recruitment and selection

What have we done?	What are we going to do?	Time frame	Owner	Update May 2021
Started to review our recruitment and selection policies to ensure that they meet our objectives.	Ensure shortlists for all 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.	May 2021	HR Director	Improved data reporting through recruitment system. Reporting cadence determined and first data set to be analysed to provide baseline by the end of Spring 2021.
Started the work to ensure that inclusive language is used at all stages of the employee journey.	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.	March 2021	Assistant Director – Human Resources	Complete Circulated manager guidance to ensure that recruitment panels are diverse. Included panel make-up as part of the TalentLink process to monitor compliance. As yet, no issues raised in terms of panels being not diverse, so no need to widen to partners identified.
Implemented recruitment and selection and unconscious bias training, which will be mandated for all recruiting managers.	Investigate the benefits of Artificial Intelligence (A.I.) in our recruitment marketing to ensure that our opportunities reach all areas of our community.	January 2021	Assistant Director - Organisational Development	Complete Used AI in 2 recruitment campaigns and about to commence a 3 rd AI driven recruitment campaign.

Career Development

What have we done?	What are we going to do?	Time frame	Owner	Update May 2021
Hosted our first cohort of Birmingham City University work placements for their students.	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.	April 2021	Assistant Director - OD	Complete OD Managers aligned with directorates and acting as workforce planning leads.
Finalised the future leader programme which will be available for staff to participate in from April 2021.	Co-design and implement talent management and succession planning, ensuring that we identify opportunities to develop diversity across our management structure.	April 2021 August 2021 (new date)	Assistant Director - OD	Behind schedule Appraisal process workshops commenced in March 2021. Talent workshop planned for May 2021
Amended our Secondment Policy to encourage movement. Staff should not have to choose between career	Implement a bespoke leadership development programme across all levels of leadership which is driven by the individual, therefore removing management bias in candidate nomination.	April 2021	Assistant Director - OD	Complete Future leader programme designed and launched in April 2021. Linked to other Local Authorities to establish where we can share access to leadership programmes for B.A.M.E staff.

<p>progression or job security.</p> <p>Reimplemented the incremental increase in 2021 and de-coupled it from appraisals meaning that deeper and more meaningful career conversations can take place.</p>	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.	Dec 2020	Assistant Director - OD	Complete PO raised and work commenced in April 2021.
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Culture change

What have we done?	What are we going to do?	Time frame	Owner	Update May 2021
Implemented our first Culture Change Framework incorporating behavioural indicators.	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.	January 2021 Sept 2021 (new date)	Assistant Director - OD	Postponed in the light of Investing in our Future report and CEX recruitment. Need to have strong alignment with incoming CEX expectations.
Drafted our first EDI Strategy and Implementation plan.	Formalize reflection and development forums for marginalised communities within the organisation.	April 2021	Assistant Director - OD	Commenced pilot in Digital and customer services in April 2021, findings to be shared across CLT.

<p>Commenced work to renew our corporate relationship with Staff Equality Networks which will include regular check and challenge meetings.</p> <p>Implemented annual mandatory equalities training for all staff, this will be further rolled out to every elected Councillor.</p>	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.	April 2021	Assistant Director - OD	Business In the Community and Race Code work commenced.
	Establish a diversity-based reverse mentoring programme that pairs colleagues who may not otherwise come together.	April 2021	Assistant Director - OD	Complete Reverse mentoring commenced in February 2021, need now to expand the offer
	Develop our coaching and mentoring capability across the organisation and open self-nomination for coaches and coachees.	September 2021	Assistant Director - OD	Coaching offer now in progress with large number of delegates identified.

Rebuild trust

What have we done?	What are we going to do?	Time frame	Owner	Update May 2021
<p>Commenced delivery of a "Rebuilding Trust" programme which has shown some good first level evaluation successes.</p> <p>Increased quality interactions with Trade Unions to rebuild the spirit of collaboration around all workforce issues.</p> <p>Hosted numerous forums to ask the difficult questions and listen to the lived experience of our colleagues.</p>	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.	September 2021	Assistant Director – HR	Race Deep Dive commissioned, further discussions taking place with partners around ethnicity audit.
	We will be transparent and open by publishing this review, our EDI Strategy and Workforce Equality data.	December 2020	Assistant Director - OD	Complete PSED equality in employment report 2020 now published
	We will incorporate Race Pay Gap reporting alongside our Gender Pay Gap Reporting.	June 2021	Assistant Director - OD	Work commencing in May 2021.
	HR will implement a regular all staff interactive broadcast to inform and consult on the work, issues, opportunities and progress made.	December 2020	HR Director	Complete “Ask me anything” for HR being launched in March 2021.

	Use the Equalities Star Chamber to provide robust internal challenge and scrutiny of the Council's internal equalities practice.	December 2020	Assistant Director - OD	Regular reviews in place
	Implement Allyship approach to unlock conversations and support for behavioural change.	December 2020	Assistant Director - OD	2 Allyship sessions facilitated to date with an ongoing programme planned in 2021. Looking to expand across other protected characteristics.

Data

What have we done?	What are we going to do?	Time frame	Owner	Update May 2021
Identified the gaps in our data which make it challenging to clearly articulate the issues.	Work with our recruitment partners to include mandatory fields around diversity of recruitment panels and shortlists.	October 2020	Assistant Director – Human Resources	Complete
Commenced discussions with trade unions to improve messaging around the reasons for data	Refresh our approach to Equality Impact Assessments and their use during Workforce Planning and organisational redesigns.	December 2020	Assistant Director – Human Resources & Equalities	Work in progress, workforce planning now becoming more aligned across the directorates.

<p>collection with our colleagues.</p> <p>Implemented mandatory data submission from managers at all stages of the recruitment cycle.</p> <p>Commenced data cleansing to support the implementation of the 1B ERP system.</p> <p>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.</p>			and Cohesion Manager	
	Review and re-establish a robust exit interview process and reporting	January 2021	Assistant Director – Human Resources	Complete Recommendations presented for consideration. Shared with TU's and DAN's and other key stakeholders.
	Clearly articulate the benefits to our city of gathering meaningful workforce data, work with management teams to close the gaps in our data	December 2020	HR Director	Data gap closure project in progress with current gap standing at 18%. Refresh approach planned for May 2021.
	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.	April 2021	Assistant Director - Organisational Development	Reporting planned to commence in Spring 2021 with increased data quality in place.

What are we doing next?

As we continue to deliver the action plan there are several key activities which are planned. We have commenced reflection sessions in Digital & Customer Services which continue our journey to rebuilding trust. These sessions have been well attended and will be expanded across other directorates. We will be kick starting work with external partners to critique our plans and progress that we have made, ensuring that we are holding the mirror up to ourselves.

During the next months we will be re-running the data closure exercise on a directorate basis to continue to close the gaps as well as re-running the Equity reports annually from April alongside the PSED and Gender Pay Gap reports.

Part of re-running the data will include widening the scope of the report to include all protected characteristics to establish any intersectionality issues, ensuring that there is no perception of a hierarchy with protected characteristics.

We are recruiting the Equalities and Cohesion team and aligning the Workforce Equalities team to provide more rigour and transparency for the workforce that activity is taking place outside of HR.

Finally, we have recently refreshed our EDI pledge for recruitment adverts which is found below;

At Birmingham City Council (BCC), we are committed to creating an environment and culture that promotes equality, diversity and inclusion; making sure BCC is a place for people to be their best, authentic selves. We welcome applications from people of all backgrounds, including those with caring responsibilities and flexible working options will be considered. We are building up our vibrant staff networks for peer-led support, with safe spaces for those who need it, and offer access to our talent programmes to support everyone in reaching their aspirations and fulfilling their potential.