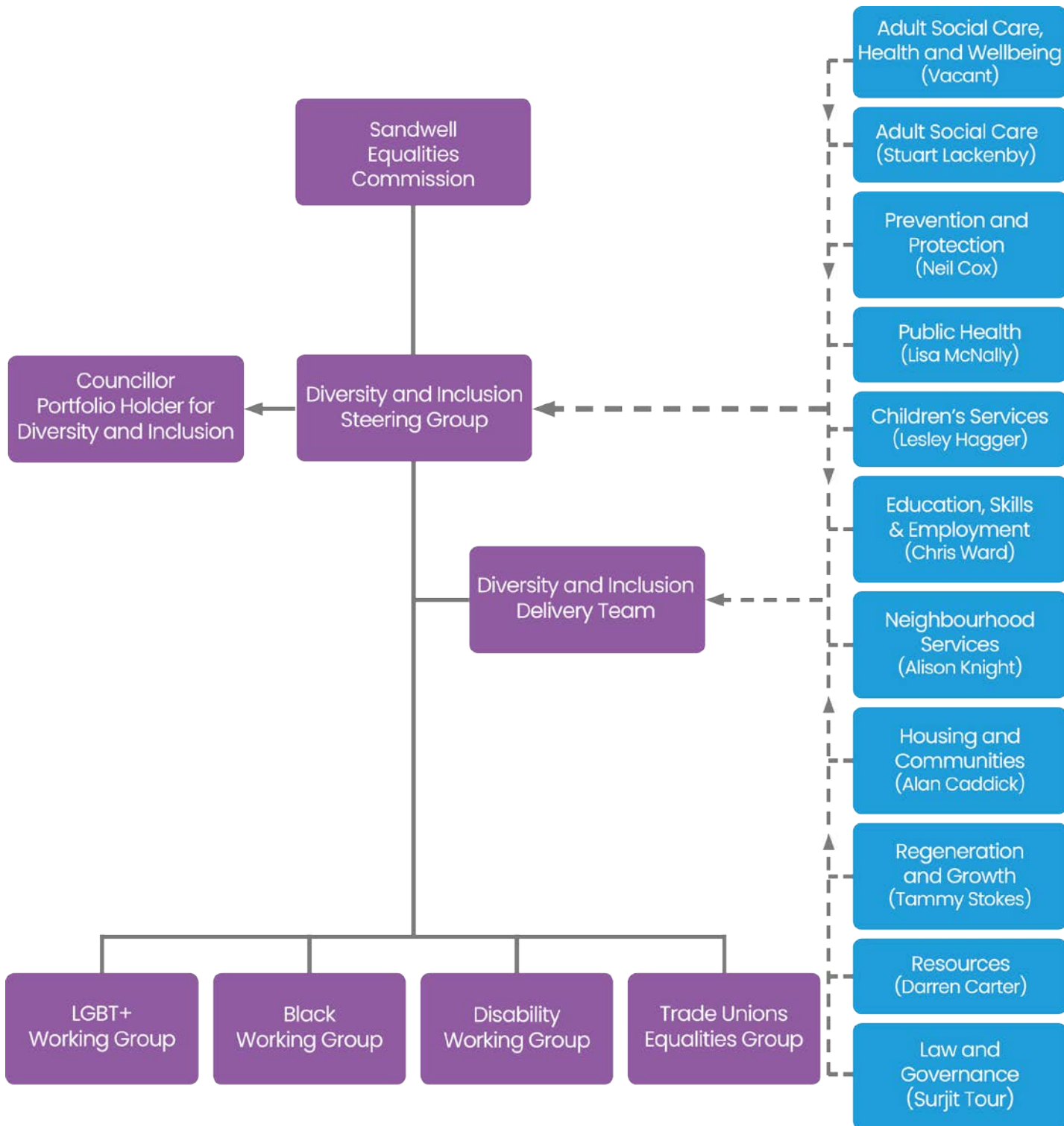


Appendix 2

Diversity and Inclusion Action Plan Governance

Framework



Management of Framework and Responsibilities

Sandwell Equalities Commission

Updates are provided on a quarterly basis by the chair of the Steering Group to the Sandwell Equalities Commission to keep them updated with its work, progress and developments (on a quarterly basis unless otherwise required more frequently).

Diversity and Inclusion Steering Group

The Diversity and Inclusion Steering Group is chaired by the Diversity Champion for the council and membership consists of the Diversity and Inclusion Delivery Team and Directors or Service Managers from each individual directorate. The Steering Group will be held on a quarterly basis.

The key roles of this Steering Group are to co-ordinate the Diversity and Inclusion (Diversity and Inclusion) work across the council and monitor, review and reflect on the progress made against the delivery of the Diversity and Inclusion objectives and actions. The Steering Group will review issues escalated from the Delivery Team and advise on mitigating actions. The Steering Group may also request additional information from service areas, as and when required, to ensure the council continues to effectively manage Diversity and Inclusion. The steering group will also provide updates to the Executive Leadership Team and Cabinet Portfolio Holder for Diversity and Inclusion.

At any one time there can be a number of programmes and initiatives that directly impact on Diversity and Inclusion. For this reason, regular updates will be provided to the Steering Group to ensure an informed and consistent approach.

Cabinet Portfolio for Diversity and Inclusion

The Councillor that oversees Diversity and Inclusion for their portfolio should provide challenge and scrutiny on the delivery of the action plan. This should also include, championing the council's Diversity and Inclusion programmes/projects/policies and plans. To network with Member Champions from other Local Authorities to understand best practice and to keep other Councillors up to date with Diversity and Inclusion activities.

Directorates

Directors and Service Managers will champion Diversity and Inclusion across their service and they will lead on tailoring the council Diversity and Inclusion action plan to address gaps in their service (supported by the Diversity and Inclusion Delivery Team). They will support staff and enable them to contribute towards the delivery of the Diversity and Inclusion objectives and actions. Any issues which cannot be resolved locally through the Delivery Team will need to be escalated to the Diversity and Inclusion Steering group who meet on a quarterly basis.

The Diversity and Inclusion delivery team

A centre of expertise, which consists of a core team, supplemented by specialists when targeted support is required, for this reason the makeup of the team will change based on business need. The team will meet on a monthly basis and is structured around achieving the 3 objectives in the Diversity and Inclusion action plan.

This group is responsible for the strategic overview of the council's obligations for promoting and embedding Diversity and Inclusion across the organisation. This includes the management and delivery of the Diversity and Inclusion action plan by ensuring it is communicated, delivered and monitored at directorate level. This team will also act on the information provided by the different staff forums, trade unions and report back to the Diversity and Inclusion Steering Group especially if issues or topic areas need to be escalated.

Furthermore, the delivery team also facilitates the development of the Diversity and Inclusion annual report and co-ordinates the quarterly performance reports that are used to understand whether the actions in the plan are being achieved.

Employee Working Groups

These groups help the council to become a more open and inclusive organisation. The working groups provide support to their members, help with consultation on policies, practices and support the delivery of the actions found in the Diversity and Inclusion plan. In addition to this, they will also provide feedback on issues or concerns put forward by their members about Diversity and Inclusion. These groups meet on a monthly basis. Each working group has a senior management sponsor from the Executive Leadership Team.

Trade Union Equality Working Group

This group meets on a quarterly basis and reviews progress on the Diversity and Inclusion action plan and discusses any issues related to trade union members.

Diversity and Inclusion: Sandwell Action Plan

Number	Action	Recommendations/ Considerations	Protected Characteristic	Responsible Team	Timescale	Target Audience	Measuring Progress
Objective 1: To improve the recruitment, development and progression of underrepresented groups working for the council, especially at senior management level.							
Outcomes: <ul style="list-style-type: none"> • More diverse and representative workforce particularly at a senior level. • Through coaching, underrepresented groups will feel empowered and encouraged to develop their careers. • Sandwell will become an employer of choice for people from different backgrounds. • Flexible working. • Improved succession planning particularly involving those from underrepresented groups. 							
1	Use positive action to establish mentoring, coaching and shadowing pools specifically targeting underrepresented groups.	Link council mentoring scheme to the West Midlands Coaching Pool. Set up an internal mentoring programme for directors / senior managers to mentor underrepresented groups. This action also supports to reduce the gender pay gap.	All	L&D		Senior management, Managers	Numbers of people accessing coaching and mentoring. Building capability. (liP) Gender pay gap reporting.
2	Identify ways to promote job opportunities to underrepresented groups.	Schools/ colleges/ youth groups. Disability/BAME/Women/LGBT+ community groups. Targeted Open days/ job fairs. Advertising jobs across various online platforms. This action also supports to reduce the gender pay gap.	All	Resourcing		Recruiters	% of BAME, Women and Disabled employees. Creating sustainable success. (liP) Gender pay gap reporting.
3	Review appraisal process and determine whether it adequately supports conversations around career progression – particularly for underrepresented groups and pick up any disability issues and reasonable adjustments.	Raise awareness of L&D appraisal training. Signpost staff to the intranet page. Periodic audit of appraisals to check quality. Employee engagement survey will monitor if employees are receiving their annual appraisal and 1:1.	All	Policy Comms		Managers	Managing performance. (liP) Number of staff going on appraisal training. Employee Engagement Survey.

Number	Action	Recommendations/ Considerations	Protected Characteristic	Responsible Team	Timescale	Target Audience	Measuring Progress
4	Create career pathways to senior management.	<p>Access to relevant L&D opportunities using the Apprenticeship Levy. Succession planning. High level Aspire Programme. Positive action talent development programmes. High level apprenticeships. Paid internships and unpaid work experience. Supported internships / job carving. Visibility of roles and the skills and competencies that roles require. As well as visibility around people accessing roles and the training needed to get the skills and competencies required for the roles. This action also supports to reduce the gender pay gap.</p>	All	L&D Education and Skills		Senior management, Managers, Recruiters.	<p>Percentage of top 5% of earners who are women, BAME and disabled.</p> <p>Leading and inspiring people. (liP)</p> <p>Gender pay gap reporting.</p>
5	Promote positive case studies from underrepresented groups.	<p>Share career pathways and case studies for staff from underrepresented groups who have been supported at work. Start with networks i.e. disability and LGBT+. Share 'good news' stories via the weekly digest. Can be shared internally and externally for recruitment purposes. This action also supports to reduce the gender pay gap.</p>	All	L&D Resourcing		Senior management, Managers, Recruiters	<p>Empowering and involving people. (liP)</p> <p>Gender pay gap reporting.</p>
6	Job sharing / part time and flexible working.	<p>Assess accessibility of senior roles through job sharing so people can balance work and home commitments. Promote job sharing. Current directors could be a good case study. This action also supports to reduce the gender pay gap.</p>	All	Business partners		Directors, Senior management, Managers, Recruiters	<p>Delivering continuous improvement. (liP)</p> <p>Gender pay gap reporting.</p>

Number	Action	Recommendations/Considerations	Protected Characteristic	Responsible Team	Timescale	Target Audience	Measuring Progress
7	Promote more roles to use agile / flexible working.	Greater emphasis on balancing work and home commitments and offering and promoting more flexible and agile working. This action also supports to reduce the gender pay gap.	All	Business partners Resourcing		Senior managers	Delivering continuous improvement. (liP) Gender pay gap reporting.
8	Review retirement transition for staff.	Promote early / flexible retirement. Factor into succession planning. Improve knowledge transfer through mentoring schemes. Continue to support staff who choose not to retire as their experience and expertise is an asset to the workforce.	Ageing Workforce / All	L&D Business partners		Senior managers, Managers	Employee workforce data Delivering continuous improvement.
9	Recruitment selection - application forms, interviews, shortlisting and assessments.	Ensure no one is discouraged from applying. As per council guidance, panels should be diverse and representative of the pool of candidates. All panel chairs will have received recruitment and selection training including a focus on unconscious bias. Chair is responsible for other panel members. Selection process will be periodically audited on a random basis. Recruitment improvements and unconscious bias training form effective gender pay gap actions.	All	Resourcing			% of BAME, Women and Disabled employees. Delivering continuous improvement. (liP) Gender pay gap reporting.

Number	Action	Recommendations/ Considerations	Protected Characteristic	Responsible Team	Timescale	Target Audience	Measuring Progress
Objective 2: Focus on inclusion to build our culture and reputation as a council that engages all the diverse talent across our organisation.							
<ul style="list-style-type: none"> • Outcomes: • Increased awareness and understanding of diversity and inclusion across the council. • Inclusive forms and policies. • Inclusive language used throughout the workplace. • Increased employee wellbeing. • Reduced bullying, harassment and discrimination, which will be monitored through self-reporting in the employee engagement survey. 							
10	The Council needs an updated Diversity and Inclusion strategy that the action plan will link to.	Increase awareness of Diversity and Inclusion. Show the 'golden thread' of diversity from directors to staff. Directors to be diversity and inclusion champions. Director buy in and ownership.	All			Councillors and leadership team.	Living the organisation's values and behaviours. (IIP)
11	Commit to and incorporate the WMCA Inclusive Leadership Pledge.	Advertise commitment to pledge in staff and public communications. Perform a review into the skills future leaders will require and incorporate diversity into this.	All	HR Corporate		Cabinet, Directors, Senior Management	Leading and inspiring people. (IIP)
12	Increase awareness of diversity and inclusion matters to all staff.	Visible buy in from leaders/senior management - lead from top down. Roll out 'Diversity and Inclusion training for managers' to more roles to raise awareness and help narrow gender pay gap. Further Diversity and Inclusion training to incorporate unconscious bias and disability awareness. Embed Diversity and Inclusion into all staff inductions. Provide reasonable adjustment guidance training for managers to improve the consistency of adjustments for disabled staff. Make information user friendly and accessible particularly for colleagues with a visual impairment. Give consideration to document colours, braille and large print.	All	L&D Comms Policy		Cabinet, Directors, Senior management, Managers, staff	Number of people attending diversity and inclusion training Building capability. (IIP) Gender pay gap reporting.

Number	Action	Recommendations/ Considerations	Protected Characteristic	Responsible Team	Timescale	Target Audience	Measuring Progress
13	Council wide events celebrating diversity	Diversity calendar. LGBT+ / Pride events. Black History Month. International Women's Day. A promising gender pay gap action is encouraging staff to regularly contribute on council direction / strategy through staff groups and sharing information and getting career advice. Awards for celebrating diversity and inclusion.	All	Comms		All staff.	Living the organisations values and behaviours. (liP)
14	Connect with local and national advocacy organisations, community groups, local authorities, and other public-sector organisations.	Work with other organisations to learn best practice to help us achieve our goals. E.g. working with Stonewall accredited employers. Such site visits and exchange forums will be undertaken temporarily until we reach our goal. I.e. achieving the Stonewall accreditation. Staff groups to be encouraged to work and maintain networks with other local groups. E.g. disability group working with groups in the community. Work with WMCA as part of the inclusive leadership pledge.	All	All of HR / Staff groups		Directors, Senior Management, Managers	Delivering continuous improvement. (liP)
15	Review job applications/ forms to ensure no one is discouraged from applying.	Include information on reasonable adjustments in application pack. Ensure all jobs are assessed for suitability in relation to reasonable adjustments. Action as part of steps to narrow gender pay gap.	Disabled	Resourcing		Recruiters	%ofBAME, Women and Disabled employees. Delivering continuous improvement. (liP) Gender pay gap reporting.
16	Promote job carving during recruitment to create more opportunities for disabled applicants.	Raise aspirations and increase employment outcomes for people with learning disabilities. Elements of a job have been carved specifically for the person and can be completed by the person.	Disabled	Education and skills Business partners		Senior management, managers, recruiters	Percentage of disabled employees working for the council.

Number	Action	Recommendations/ Considerations	Protected Characteristic	Responsible Team	Timescale	Target Audience	Measuring Progress
Objective 3: Reviewing the way we collect diversity data							
<ul style="list-style-type: none"> • Outcomes: • Understanding our workforce. • Using workforce diversity data to inform our policies and priorities. • Meeting obligations set out in the Public Sector Equality Duty (PSED). 							
17	Monitoring information for all staff from various sources such as SBS and the employee engagement survey	Review application numbers from underrepresented groups to senior roles. Identify ceilings to progression for underrepresented groups. Monitor key trends over time and publish these data and trends. Use the data to intelligently inform priorities and policies. Promote assurance to senior management.	All	Analytics		Senior management, Managers	Employee workforce data Gender pay gap reporting. Employee engagement survey. Managing performance. (IiP)