Response Action Plan (Nov-2022)

Action No.	Recommended Action	Assigned to	Actions & Progress (RAG) Red-not started; Amber- in progress; Green-completed	
			STANDARD 1 Policies and Benefits	
Recommendations:				
1	To introduce a feedback mechanism for all new / amended HR policies	Emma Lawer (Head of Workforce HR Specialist Services)	New and refreshed HR policies already go through negotiation, consultation or engagement with the Council's recognised Trade Unions. A policy review cycle has been developed to systematically review and prioritise new/amended employment related policies and this is in its early stages of mapping. The policy review cycle includes a feedback mechanism for Trade Unions and a new mechanism via Staff Networks on a policy by policy basis.	
2	To review policies to ensure they are uniform in providing clarity of access and that language is inclusive	Emma Lawer (Head of Workforce HR Specialist Services)	All policies will be scheduled into the policy review cycle; clarity of access and inclusive language across all protected characteristics will be built into the programme of development. The Council is using inclusive language in its policies and will keep this aspect under review.	
3	To introduce guidance for managers and colleagues on how to support trans colleagues and explore how the policy can apply to non-binary people.	Emma Lawer (Head of Workforce HR Specialist Services)	The Council has a Trans Equality and Gender Identity Policy (2020). It does not refer to Transsexual, there is one reference in the terminology appendix [Transexual – this was used in the past as a more medical term (similarly to homosexual) to refer to someone who transitioned to live in the 'opposite' gender to the one assigned at birth. This term is still used by some although many people prefer the term trans or transgender.] The policy includes guidance and checklist tools for managers and colleagues to support trans colleagues.	
4	Considering gender neutral facilities	Ben Middleton,	The Council's current facilities are predominantly a mix of single sex, disabled, and faith facilities with a small number of	

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		Assistant Director Estates and Property	gender neutral facilities. There are no plans to change the current facilities which meet our public sector equality duty. Council policy is that where gendered toilets or changing facilities are provided, Trans staff and visitors are entitled to use the toilets and facilities according to their self-identified gender. Any changes to the Council estate (e.g. refurbishments or new builds/acquisitions) will undertake an assessment of facilities and requirements, consult appropriately and have due regard through for example Equality Impact Assessments when deciding on gender neutral facilities.	
STANDARD 2 The Employee Lifecycle				
Recommendation: Recruitment, induction and leavers processes are as inclusive as possible and do not inadvertently alienate people				
1	To consider using diverse recruitment websites other methods of LGBTQ+ talent recruitment	Emma Lawer (Head of Workforce HR Specialist Services)	The Council launched our Bring Heart microsite for Children's Social Care (Social Work) at the end of 2021 Social Work isn't just a job - Bring Heart, Transform Lives (bringheartbradford.co.uk) this involved developing our advertising strategy and reach. The learning from this is being fed into development of a Council microsite and service/skills specific recruitment strategies and approaches with inclusion and lived experience as a key aspect to resonate with people and attract diverse talent. We are progressing a recruitment system review, and progressing more systematic workforce planning with services. The Council as part of the system; West Yorkshire Health and Care Partnership has access to the Inclusive Recruitment Toolkit and intends to use this as part of our future plans. The Inclusive Recruitment Toolkit :: Workforce Transformation (wypartnership.co.uk)	

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2	Review recruitment training to include LGBTQ+ identities and provide guidance or training for all employees with recruitment responsibilities on how to carry out inclusive recruitment.	Emma Lawer (Head of Workforce HR Specialist Services)	There is currently guidance on recruitment and equality, diversity and inclusion. Also, Unconscious Bias training; Recruitment & Selection training – the latter being more around the recruitment IT system. Pre-Covid there was a 3-day course delivered called 'Best Solutions for Managers' delivered by partners - this included a day around recruitment and selection. Over 500+ managers attended between Jan 2018 & October 2019. Recruitment training will be reviewed and new training for recruiters implemented as the procurement for a refreshed recruitment applicant tracking system progresses and is delivered in 2023.	
3	Review the online and offline induction programme to ensure all new employees, including those who are non-ICT enabled, receive full induction that LGBTQ+ inclusiveness	Catherine Warrener (Workforce Learning and Development Manager)	Council Corporate induction has been refreshed and includes (e-learning and face-to-face) equality diversity and inclusion as part of the core curriculum, workforce diversity, understanding our diverse district and the Council's work to address inequality. The induction programme provides information about, and promotes all of our staff networks.	
4	Implement a leavers process which also includes specific equality, diversity and inclusion related questions	Emma Lawer (Head of Workforce HR Specialist Services)	The Council is implementing a new staff survey to gain greater insight into the workforce and workforce engagement levels, the outputs of which will enable local team/service and wider Council actions to be taken to address the outcomes. A review of the leavers exit questionnaire to be undertaken and consideration given to introducing an online exit question to provide systematic reports and feedback at service/Council level and compliment the service led exit interviews and questionnaires that are currently available.	

STANDARD 3 LGBTQ+ Staff Network Group

Recommendation: To push the LGBTQ+ networks strategy further it would be great to see some more work which focuses on underrepresented and intersectional LGBTQ+ identities.

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All of the Council Staff Networks are self- directed and this feedback is with the Council LGBTQ+ staff network to consider and decide upon and is therefore, not included as part of this plan.				
STANDARD 4 Empowering Individuals				
Recommendations:				
1	To share the workplace experiences of LGBTQ+ people with a range of identities to all employees.	Cross Council Equalities Group	Develop a lived experience / role models and banish the banter campaign to raise awareness of experience and impact across all protected characteristics, including awareness raising of intersectionality	
2	Provide training on how to step up as an ally to marginalised LGBTQ+ communities would be a good way to raise awareness of identity-specific barriers	Cross Council Equalities Group	Develop and embed training as part of the RESPECT Allyship programme across all protected characteristics.	
STANDARD 5 Leadership				
Recommendations:				
1	LGBTQ+ equality is a focus area within Appraisal targets	Employee Relations and Policy Manager and Workforce Learning and Development Manager	Continue to embed equalities objectives for those in Special Grades and above, provide example objectives and ensure managers/services are measuring impacts and outcomes. Continue to provide performance appraisal and objective training at key stages of the cycle that brings to life objectives linked to service plans and Council Plan outcomes to ensure they are tangible, realistic and measurable, and importantly contribute to positive outcomes that enhance equality, diversity and inclusion and address inequality. Encourage involvement in diversity calendar celebrations, events and bite sized learning etc…	

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2	To introduce reverse mentoring, or senior leaders coaching other senior leaders, as well as signposting LGBTQ+ specific conferences	Catherine Warrener, Workforce Learning and Development Manager	Delivery plans will be developed aligned with the workforce development strategic plan. Coaching culture has been delivered across the Council and is being assessed. Council and system coaching/coaching networks (formal and informal) are in place. Staff can access ILM Level 5 Coaching Qualification through our apprenticeship offer routes. Reverse mentoring is to be considered and formalising and extending our coaching offer. LGBTQ+ and other protected characteristics events and conferences are promoted and will continue to be linked to the diversity calendar work to aid leaders to develop in depth understanding of experiences and equalities.	
	STANDARD 6 Monitoring			
Recommendations:				
1	Refresh monitoring questions in order to achieve inclusive practices.	Karmel Russell, Workforce Analytics, Governance and Systems and Cross Council Equalities Group	Compare Council monitoring questions to other Local Authorities and progress as appropriate further SAP system enhancements requests to capture the fullest possible range of monitoring questions. To share why monitoring matters to all staff but also specifically to LGBTQ+ people where we have the lowest proportion of staff making self-declarations at 21% of the workforce. Communicate why this matters, how previous exercises have led to improvements for people with different protected characteristics, as well as practical information such as how data will be kept safe and the definitions of language used in monitoring practices. To review the reporting process on the success rates from application to appointment for all protected characteristics. To circulate clear messaging about self-declaration to all staff.	
2	Use consistent terminology for reporting across workforce, and service delivery	Emma Lawer, Head of	Compare Council monitoring questions to other Local Authorities and progress as appropriate further SAP system enhancements requests	

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	(Employee Satisfaction Surveys, Service User Reporting)	Workforce HR Specialist Services and Khalida Ashrafi, Lead Equalities Officer	to capture the fullest possible range of monitoring questions (as first para 6.1 above). Design and implement a consistent monitoring terminology for Council workforce and service users.	
STANDARD 7 Supply Chains				
Recommendations:				
1.	Potential supplier's policies are checked to ensure they are inclusive of LGBTQ people	Duncan Farr Strategic Procurement Manager Finance, IT and Procurement	For over threshold contracts the Council already complies with Secretary of State mandatory guidance for selection criteria i.e. those tests to establish whether a potential bidder is eligible and suitable to be considered for a public sector contract. These are quite high level tests with a discretionary ground to exclude a bidder declares that they have in the previous 3 years breached of social obligations, or labour law obligations (anywhere in the world).	.
2.	Consistent improvement process is in place where suppliers policies are not up to standard, eg to include goals, timeframe	Duncan Farr Strategic Procurement Manager Finance, IT and Procurement	To strengthen the Council's approach, there is the option to ask further 'contract specific' selection questions. Given that Council contract terms and conditions include headings of Discrimination, Human Rights and Compliance with policies, it is proposed that the test of a supplier's policies could be: 'With reference to the Council's terms and conditions requirements for Discrimination, Human Rights and Compliance with policies demonstrate how your organisation proactively ensures zero tolerance towards discrimination of people on the basis of their protected characteristics, as defined by the Equality Act 2010' Contract management practices need to be developed and mature enough to make an ongoing assessment and awareness of actual or potential discrimination on any basis a regular part of supplier management.	

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			STANDARD 8 External Engagement	
Recommendations:				
1.	Capture and report on outcomes from external focussed work and partnerships	Zahra Niazi, Strategic Equality, Diversity and Inclusion Lead	Through our systems work and aligned with the Council's current refreshed Council Equality objectives, which sit under the following headings. • Objective 1: An equal, diverse and inclusive workplace • Objective 2: Inclusive and accessible services • Objective 3: An inclusive economy • Objective 4: Inclusive Communities Wider external and partnerships work is mapped and aims and objectives are defined, agreed and reported upon.	
2.	Close the gap around service delivery work	Ruth Davison, Head of Policy and Performance	A service by service review on what data is currently being held and what intelligence is collected and where it is stored was undertaken and reported to CMT in June 2022. A minimum data set and measures for each service is being developed to particularly better understand different protected characteristics of service users.	