

# Workforce Diversity and Inclusion Strategy

2021 – 2023



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# Foreword

We are pleased to publish our new Diversity and Inclusion Strategy which shows how we have gradually gained momentum over recent years in creating a more open, diverse and inclusive organisation.

Our City's strength lies in its diversity, and in order to be able to effectively meet the needs of our communities it is vital that we have a workforce that is reflective of the people we serve.

By creating a culture that values diversity and actively promotes inclusion we will be able to harness these various perspectives and experiences to build an atmosphere where differences of opinion and outlook are not only respected but sought out and appreciated.

Our People Plan and our One Coventry Values are clear that a commitment to equality underpins the way that we work and provide services.

This strategy sets out our commitment to diversity and inclusion by showing where we are now, where we want to be, and how we plan to get there.



**Martin Reeves**  
Chief Executive





# Introduction

As a Council we are proud of our track record in the area of Diversity & Inclusion however, as a local authority and one of the largest employers in Coventry we haven't done enough and we need to do much more if we want to be leading the way and act as an exemplar of best practice for others to follow. Our City has over 371,500 citizens from a range of different backgrounds and we must ensure that everything we do as a Council meets their needs, in order to do this we need a workforce that better reflects our diverse communities at all levels across the organisation.

Words count for nothing without action therefore our new Diversity & Inclusion strategy confirms our commitment, demonstrates our steady progress and identifies the work that we must do to get us to where we need to be. We are aware that certain groups within our workforce still have disproportionately worse outcomes in areas such as representation across our Senior Leadership Team, our HR casework, internal promotional opportunities and employee engagement levels.

We believe we are on our way to accomplishing the first step of the required change by both recognising and evidencing the challenges faced by many of our employees, and this strategy will set out what we will be doing to address this.



# Business case

There is a large body of research and evidence that clearly demonstrates tangible benefits of an organisation having a diverse workforce with an inclusive culture. In addition to being 'the right thing to do' we have obligations under the Public Sector Equality Duty. We are also able to evidence how a commitment to diversity and inclusion will have a direct impact on our ability to meet our organisational aims and objectives.

## Service provision

To effectively deliver services to our residents we must be able to understand their needs and the barriers that they face. A diverse workforce provides us with improved insight into the experiences of our diverse communities. An organisational culture that has an awareness of and commitment to diversity and inclusion embedded in its DNA will also ensure that we are actively seeking the views of our communities when delivering services.

## Engagement and performance

Given the financial challenges that we face as a Council it is vital that we make the best of our limited resources, with our most important resource being our employees. Employee commitment, engagement and performance are intrinsically linked to the values and culture of our organisation and our leadership. Creating a culture that allows our employees to bring their whole selves to work, feeling respected and valued for who they are, will lead to increased levels of satisfaction, engagement and performance.

## Creativity and innovation

In order to meet our organisational aims we must be able to find creative solutions to the challenges we face; the drivers for change require that we do things differently and are constantly adapting and innovating. A diverse workforce will provide a wide range of perspectives, experiences and ideas that enable us to think differently. An inclusive culture will foster innovation as it will encourage our employees to challenge the status quo and be confident in expressing their thoughts and opinions.

## Attraction and retention

Research shows that workplace values and culture are high on the list of job seekers' key requirements when choosing where to work. In order to be able to attract the broadest range of talent we must have a strong employer brand that sends a clear message that we are an organisation that welcomes and values diversity and promotes inclusion. This also reinforces our aim of being a socially responsible employer.

# What have we done?

## 2017 Workforce data collection and analysis

We improved our workforce data collection and changed our processes to ensure the capture of equality data across the workforce.



## 2018 Training

We delivered Equality, Diversity & Inclusion Training to over 700 employees and refreshed our mandatory online learning equality training.



## 2019 New Equality, Diversity and Inclusion Policy

We launched our new Diversity & Inclusion policy and set out our commitment as an employer to the principles of Equality, Diversity and Inclusion.



## 2019 Monitoring training by protected characteristics

We reviewed the way in which we monitored which employees accessed training and found that not all employees were accessing training which was available.



## 2019 Attraction, recruitment and selection

We reviewed our attraction, recruitment and selection processes to ensure that inclusive language is being used and that best practice is being implemented.



## 2019 Diversity & Inclusion Board

We set up a Diversity & Inclusion Board which is sponsored by the Deputy Chief Executive and chaired by the Director of Human Resources. The Board provides strategic oversight for the delivery of our D&I actions



## 2020 Employee Networks

We re-established three of our Employee Networks and created two new Employee Networks who now have over 225 members across the organisation and an executive sponsor.



## 2020 New Workforce Diversity & Inclusion Calendar

Our calendar sits alongside our One Coventry Values and highlights important dates and special events.



## 2020 Diversity & Inclusion Working Group

We set up our Diversity & Inclusion Working Group comprising of Trade Union colleagues, Employee Network Chairs and various officers responsible for the delivery of our D&I action plan.



## 2020 Equality Impact Assessments

We redesigned and recommunicated our Equality Impact Assessment (EIA) form and procedure to employees and rolled out a new training course to assist with embedding our EIAs.



## 2020 Membership of the ENEI and Stonewall

We joined the ENEI to access specialist D&I expertise and guidance. We became Stonewall Diversity Champions to ensure that laws and rights essential for LGBT+ equality is created, maintained, protected and defended.





# Where are we now?

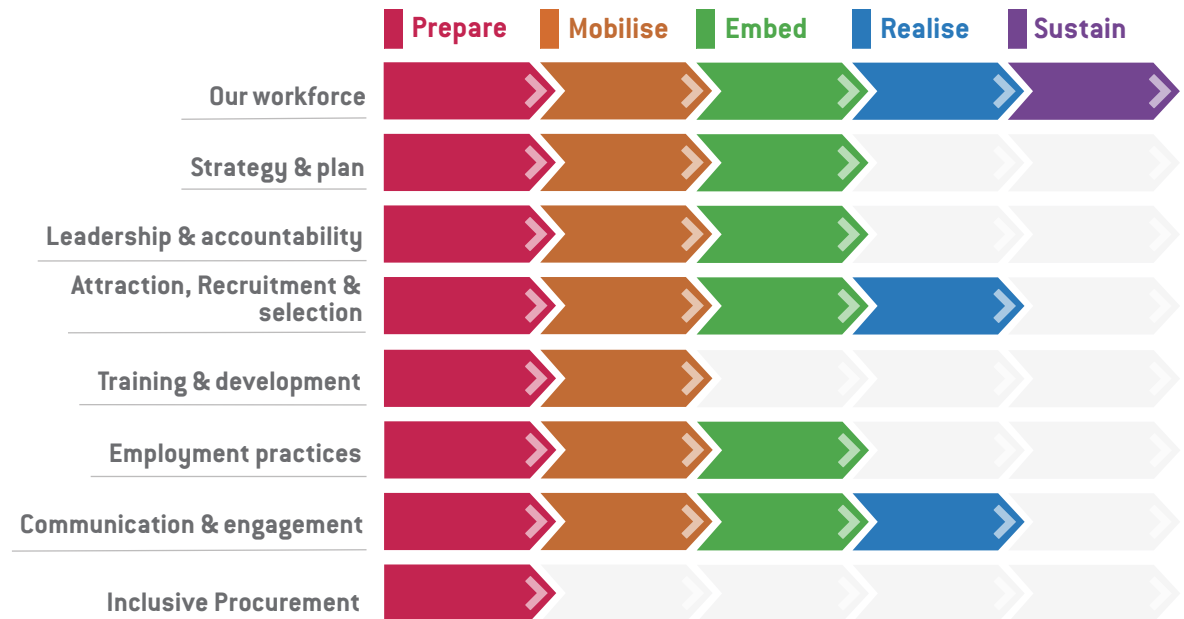
As part of our Strategy we have set out what we have done in the area of Diversity & Inclusion and recognise that there is still much more work that needs to be done.

As part of our journey and to ensure that there is a 'whole' Council approach to tackling inequality across the organisation and address issues of equity across the workforce we became members of the Employers' Network for Equality and Inclusion (ENEI) which enabled us to complete a Talent Inclusion and Diversity Evaluation (TIDE) assessment tool which provided us with a benchmark of our current Diversity & Inclusion performance across the following areas:

- Our Workforce
- Strategy & Plan
- Leadership & Accountability
- Attraction, Recruitment & Selection
- Training & Talent Development
- Employment Practices
- Communication & Engagement
- Inclusive Procurement

Having completed the assessment tool our TIDE performance results showed that we are broadly in line with other local authorities, but that there are still many areas where improvements are required, can be made and we want to make.

A breakdown of our score in each of the areas can be seen below:



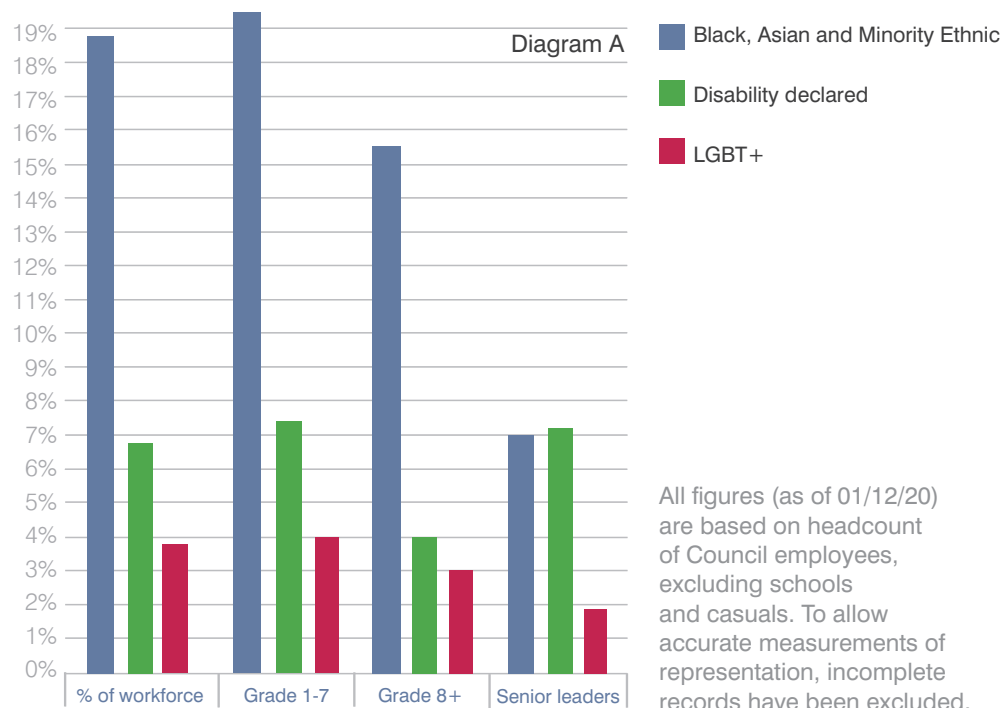
The TIDE assessment tool has been useful in providing us with a benchmark and a framework to work towards, however we have chosen not to use it as the only measure of our Diversity & Inclusion related performance. We have identified some additional key metrics within each of the key areas of the TIDE assessment that we believe will enable the Council to be a truly diverse and inclusive employer that delivers the best services for the citizens of Coventry.

# Workforce representation and data collection

Analysis of the composition of our workforce shown in diagram A tells us that we have some more work to do to ensure that our workforce better reflects the diverse communities that we serve.

A full breakdown of our workforce profile can be found in appendix 1.

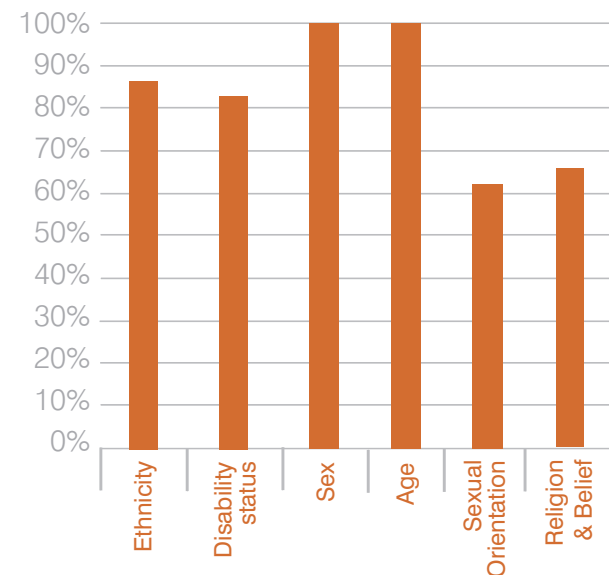
We have identified 3 key under-represented groups within our workforce:



In order to be able to accurately monitor the composition of our workforce it is important that we have these records available.

As of the 01/12/20 we held complete records for 59.9% of our workforce. This has been a steady increase from less than 40% in 2018.

The individual breakdown is:



All figures are based on headcount of Council employees, excluding schools and casuals. To allow accurate measurements of representation, incomplete records have been excluded.



# Where do we want to be?

Our aspiration is to be in a position of sustained progress across the organisation in relation to Diversity and Inclusion. Our Elected Members are in full support of the organisation's commitment to diversity & inclusion and see it as a fundamental part of our way of working and where everyone is responsible for owning and actively promoting it. We want to be recognised across the City as an organisation that is leading by example and is viewed as a model of best practice.

Throughout every stage of the employee lifecycle we aspire to provide an inclusive environment that promotes diversity & inclusion for all of our existing and new employees through our attraction, recruitment, retention & recognition, talent development, and progression opportunities.

This will in turn shape a supportive culture which values and embraces difference, encourages fresh ideas and approaches from a broad talent pool, and involves individuals in decision making to create a culture which is conducive to innovation.

The TIDE framework provides us with a tangible benchmark of our progress and by our next submission in May 2021 we want to have achieved a minimum of 'Realise' across every category and to move our overall rating from 'Realise' to 'Embed'.

By 2022 we want to have achieved a minimum of 'Embed' across every category and to move our overall rating from 'Embed' to 'Sustain'.



# A voice from our Employee Networks

## Employee Networks - where they would like the Council to be:

As employee networks, we are here to empower people and support colleagues. We provide inclusive open forums for colleagues with similar lived experiences to meet, support and mentor each other, alongside being a voice for under-represented groups to advise and challenge the organisation when developing policies and services. The goal is to create a better sense of community, belonging and wellbeing for colleagues.

- We want to see the Council become a vibrant diverse community and workforce that is inclusive of everyone. This extends to everyone, colleagues with and without protected characteristics; colleagues in and out of minority groups; involved and not involved with employee networks.
- We want to see an organisation that celebrates and learns from each other. Where colleagues are comfortable to challenge discriminatory behaviour, free to learn from others lived experiences and be comfortable being themselves at work.
- We want to see an organisation where diversity and inclusion is championed by everyone, not only those within the employee networks, with protected characteristics or in minority groups.

As colleagues working for the Council, we are in a fortunate position that our actions shape the very services we consume as residents. By becoming a more inclusive workforce and community our services to residents will become more inclusive too.

## Employee Networks - Empowering People





# A voice from our Trade Unions



**Equality, tolerance, and respect are integral to a strong, prosperous, and civilised society.**

The Trade Unions actively oppose all forms of harassment, prejudice, and unfair discrimination whether on the grounds of sex, gender identity, race, ethnic or national origin, religion, class, colour, caring responsibilities, marital status, sexuality, disability, age, or other status or personal characteristic.

The Trade Unions are committed to challenging discrimination, inequality and intolerance and recognise that workplaces and schools play an essential role in this work.

For us, equality, diversity and inclusion means:

- recognising that while no two people are the same, everyone has an equal right to dignity and respect;
- celebrating our multicultural and diverse society;
- meeting people's actual needs, not their assumed needs;
- recognising that this may not mean treating everyone the same;
- understanding that groups of people facing prejudice are stronger when they organise together;
- actively developing a skilled and diverse workforce.

The Trade Unions are committed to promoting equality, diversity, and inclusion for all of our members in order to achieve equal and fair treatment at work. Equality is at the heart of everything we do. An injustice to one is an injustice to all.

GMB, NASUWT, NEU, UNISON & UNITE

Read our full equality statements:

<https://coventrycc.sharepoint.com/News/Pages/The-importance-of-Equality,-Diversity-and-Inclusion-to-our-Trade-Unions.aspx>

# How will we get there?

We have used the TIDE framework as the basis for identifying where our current gaps are and have created an action plan to set out the required actions that we need to progress.

Given the broad scope and aspirations of the strategy it is vital that we have commitment throughout the Council to devote the required time and resources to implement the action plan.

We will ensure that the launch of this strategy is part of our communications and engagement plan to ensure that our Elected Members and all our employees are aware of it.

This strategy will not succeed as a stand-alone document and it is therefore important that it, and the commitment to diversity and inclusion is embedded within the structures, systems and day to day activity of the whole Council

To achieve this, diversity and inclusion has been made a standing agenda item at all Management meetings. In 2021 all senior leaders will be given a diversity & inclusion objective as part of our revised performance appraisal process so that matters relating to diversity & inclusion become part of everyday business and is seen as everyone's responsibility.

A Workforce Diversity and Inclusion Board, sponsored by the Deputy Chief Executive and attended by several Directors as well as other relevant Officers and Trade Union colleagues will provide strategic oversight for the delivery of the action plan. In addition to championing the work across the organisation, the board will provide direction and sign-off of completed actions.

A Workforce Diversity and Inclusion Working Group comprising of various officers responsible for the delivery of the action plan as well as Trade Union colleagues will also contribute to the delivery of the action plan.

In addition to this, we will work closely with Elected Members, providing regular updates on progress and utilising their support to remove any barriers we may face in implementing the strategy.





# Action Plan

Our workforce					
Aims	Benefit(s)	Measure(s)	Action we will take	Accountability	Timescales
Increase scope of workforce diversity monitoring and evaluation.	Wider capturing and analysis of diversity information will enable us to identify any areas of under or over representation and put in place the required actions to rectify any areas of concern.	<p>A year on year increase in the percentage of the workforce who have completed the EDI declaration information.</p> <p>A year on year percentage increase in the EDI data held for our workforce.</p> <p>A year on year marked improvement in the overall outcomes for:</p> <ul style="list-style-type: none"> <li>- HR casework</li> <li>- Sickness absence</li> <li>- Working patterns</li> <li>- Staff turnover</li> <li>- Flexible working requests</li> <li>- Training &amp; Talent Development opportunities</li> <li>- Promotions &amp; Progression</li> </ul>	<p>We will put in place an effective system to record and monitor information.</p> <p>We will increase the percentage of employees that we hold EDI data for.</p> <p>We will analyse our data and take the necessary action to eliminate any acts of discrimination or unconscious bias if found.</p>	<p>Performance Team</p> <p>OD Team</p> <p>Employee Relations Team</p>	2021
Ensure EDI matters are part of the exit interview process and that retention of under-represented groups is monitored and evaluated.	A robust exit interview process that includes questions on EDI matters and monitors the retention rates of under-represent groups will highlight any areas of concern which can then be investigated and acted upon.	<p>Our quarterly 'Leavers' survey contains no negative comments made by any employee in relation to their experience of Diversity &amp; Inclusion whilst working for the Council.</p> <p>All service area leaders and managers will be made aware of any leaver concerns which are related to Diversity &amp; Inclusion matters and will then take the necessary action required to bring about the promotion of an inclusive and just culture.</p> <p>Retention rates of those employees with protected characteristics will be monitored and any concerns relating to D&amp;I matters being the cause will be investigated.</p>	<p>Our exit interview process and reporting arrangements will be reviewed and amended to meet its aims and overall objectives.</p> <p>We will create reports to measure the retention of under-represented groups and share this information with Service leaders and managers on a quarterly basis.</p> <p>We will analyse our data and take the necessary action to eliminate any acts of discrimination or unconscious bias if found.</p>	<p>Performance Team</p> <p>OD Team</p> <p>Employee Relations Team</p>	2021
To reduce any pay disparities within our pay structures.	<p>Will allow us to identify any areas of potential discrimination or bias within our processes and procedures.</p> <p>Any data gathered that shows groups of employees that are under or over-represented will provide further evidence for targeted action.</p>	A percentage reduction in any pay disparities within our pay structures within the next 3 years.	We will incorporate Ethnicity and Disability Pay Gap reporting alongside our Gender Pay Gap Reporting on an annual basis and take the necessary actions required to reduce pay disparity.	<p>Performance Team</p> <p>OD Team</p> <p>Employee Relations Team</p>	2022

## Strategy & Plan

Aims	Benefit(s)	Measure(s)	Action we will take	Accountability	Timescales
Ensure that D&I is a central part of our One Coventry Business Plan.	We will be able to demonstrate our commitment to D&I to our employees, citizens, stakeholders & partners.	<p>We will see a noticeable increase in the number of conversations taking place about D&amp;I across the Council as a whole.</p> <p>Both cabinet members meetings, senior leadership team meetings and service area meetings will include discussions and conversations relating to D&amp;I.</p> <p>Positive feedback from employees is evidenced through direct contact with members, senior leaders and through engagement surveys and confirms the Council's commitment to D&amp;I across the organisation.</p>	We will review our One Coventry Business Plan to ensure that D&I is at its heart, front and centre.	<p>Members</p> <p>Chief Executive</p> <p>Deputy Chief Executive</p> <p>Directors</p> <p>Director of HR</p>	2022
We will be open and transparent by publishing any outcomes arising as a result of implementing our Diversity & Inclusion Strategy and Plan.	Progress against actions can be monitored and measured throughout the life of the Strategy.	A year on year increase in the number of employees across all service areas providing positive feedback on the implementation of our D&I Strategy.	We will publish and share the progress made towards our D&I actions on an annual basis both internally and externally.	<p>Directors</p> <p>Heads of Service</p> <p>Head of OD</p>	2021
To adopt the governance framework within The Race Equality Code 2020 and implement the 4 key principles within it.	The Race Equality Code will provide us with the opportunity to use a robust and comprehensive framework of measures and a methodology for transparent implementation of actions to improve racial inequality.	The Council will see a noticeable improvement across the 4 key principles within the Code covering; Reporting, Actions, Composition and Education within 12 months of its launch.	<p>We will work closely with the Race Code Consultancy (RCC) to ensure that we fully understand the framework and how we will implement the 4 key principles.</p> <p>We will seek to gain Public Sector Recognition for the Codes adoption and promotion.</p>	<p>Chief Executive</p> <p>Deputy Chief Executive</p> <p>Directors</p> <p>Head of OD</p>	2022
Ensure that the Equality Impact Assessment (EIA) process is fully integrated into all business processes.	This will ensure that the EIAs are completed in respect of all service reviews/new or amended strategies and plans – and that we are therefore meeting public sector duty requirements.	An annual directory of completed EIAs will be in place which have been analysed for cumulative impact.	We will discuss ways to ensure that political reporting systems signposts officers at an early stage to the need for EIAs to be completed. We will provide training and support to officers completing EIAs.	<p>Insights Team</p> <p>Head of OD</p> <p>Governance Services</p>	2021



## Leadership & Accountability

Aims	Benefit(s)	Measure(s)	Action we will take	Accountability	Timescales
Introduce a D&I objective for all senior leaders as part of the 2021/22 appraisal process.	Senior leaders will become more accountable for D&I across the organisation including the implementation of the Council's strategy and action plan.	D&I objectives will be set as part of the 2021/22 appraisal process for all senior leaders including Heads of Service across the organisation and progress monitored every quarter.	All Senior Leaders will have at least one equality specific objective as part of their 2021/22 appraisal.  The progress towards these D&I objectives will be monitored by SMB and CLT.	SMB  CLT  Director of HR  Head of OD	2021
Ensure that workforce equality data is a standing agenda item at all service level team meetings.	D&I is seen as a strategic and operational priority across the whole organisation and across Service Areas.	Each service areas will receive their workforce equality data and as a result will produce their own workforce related D&I action plan where progress will be monitored via the D&I Working Group on a 6 weekly basis.	All senior leaders and Heads of Service will be asked to monitor their employee profiles by protected characteristics and provide regular updates as part of the Council's published Workforce Profile – Headline Figures.  Heads of Service will attend the D&I Working Group on a rotation basis to provide an update on progress towards the change in any composition of their workforce profiles.	SMB  CLT  ELT  Head of OD	2021
Introduce a cultural competency framework for leaders across the organisation.	Cultural competence will ensure that practice in the delivery of services to diverse communities meets their needs, recognises the difference in culture and reduces inequalities that may affect particular community groups.  A heightened level of awareness will be evident when decisions are being made that will ultimately affect the varying communities that exist across the City.	All senior leaders and managers will attend training in relation to cultural competence.  All senior leaders and managers will understand and evidence as part of service-related plans the importance of Cultural Competence when making decisions about service delivery.	Introduce cultural competence as part of the extended senior leadership team's development programme.  Cultural Competence Training will form part of the leadership and management core development offer.  Include cultural competence as part of the senior leadership 360 feedback process.	Director of HR  Head of OD	2022

## Leadership & Accountability

Aims	Benefit(s)	Measure(s)	Action we will take	Accountability	Timescales
Senior Leaders to continue their ongoing relationship with our Employee Networks so that there is an opportunity for collaboration, active dialogue, and critical challenge to take place.	The Council is demonstrating its commitment to the continuation of our Employee Networks and recognise the contribution they make to the promotion of D&I across the organisation.	<p>Each Employee Network will continue to have a member of the Senior Leadership Team as a sponsor.</p> <p>Employee Network sponsors to play a pro-active and participative role in promoting the D&amp;I agenda across the organisation.</p> <p>Employee Networks will continue to meet with the Chief Executive and other Senior Leaders on a regular basis to progress D&amp;I matters within their particular network and also across the organisation.</p> <p>The Council will continue to provide a safe space for Employee Networks and their members to meet.</p> <p>The Employee Networks Chairs and Co-Chairs will continue to be supported to enable them to play a role in developing and implementing the Council's D&amp;I agenda.</p>	<p>Each year Employee Network Sponsors will be asked to reaffirm their commitment to the continuation of being a Network sponsor.</p> <p>Introduce and implement an Allyship approach to D&amp;I which will provide the opportunity for regular conversations to take across the organisation in relation to D&amp;I matters.</p> <p>Introduce a peer and reverse mentoring programme that pairs network members with colleagues who may not otherwise come together.</p>	<p>Chief Executive</p> <p>Deputy Chief Executive</p> <p>Directors</p> <p>Director of HR</p> <p>Head of OD</p>	2022



## Attraction, Recruitment & Selection

Aims	Benefit(s)	Measure(s)	Action we will take	Accountability	Timescales
Increase the diversity of the workforce at senior leadership and management level by attracting new candidates and encouraging existing employees to apply for vacant positions.	Increasing the diversity of the workforce will result in having a workforce that better represents the communities that we serve and will enable us to provide services which better meet their needs.	Percentage increase in the number of applicants (both internal and external) with protected characteristics to vacant senior leadership and management roles identified through regular analysis of recruitment data.	All senior leaders and recruiting managers will attend 'Recruiting for a Diverse Workforce Training'.  We will ensure that the recruitment, selection process and interview panels for senior leadership roles and posts which are G10 and above are both gender and racially diverse and that we start to see a shift to having more successful candidates with protected characteristics appointed at middle management and senior management levels.	Director of HR  Directors  Head of OD  Resourcing Manager	2021
Ensure that the new Recruitment & Selection Policy is fully inclusive and meets the Council's commitment to Diversity & Inclusion in both spirit and content.	A Recruitment & Selection Policy that has a commitment to Diversity & Inclusion at its foundation will result in engaging with and appealing to a broader range of candidates.  By reducing bias and having more objective selection processes it will naturally increase the diversity of our hires.	A revised recruitment policy will be in place which includes D&I principles throughout.  A percentage increase in the diversity of applicants to roles and a consistency of representation across all selection stages identified through regular analysis of recruitment data.	Ensure that the new Recruitment & Selection Policy has the Council's commitment to Diversity & Inclusion throughout and makes clear the Council's intention to be an inclusive and representative organisation.  Training on the revised Recruitment & Selection Policy to be rolled out across the organisation.  Members of the Recruitment Team to attend Unconscious Bias Training.	Director of HR  Head of OD  Heads of Service  Resourcing Manager	2021
Ensure that the recruitment & selection feedback process enables candidates to comment on their experience of inclusivity during the process.	Candidate feedback will provide us with an insight as to what is and isn't working throughout the recruitment and selection process.	Short surveys to be sent out to unsuccessful candidates to gain feedback on their experience when applying for a post at the Council  Regular review of candidate feedback will take place which will be tabled as an agenda item at the D&I Working Group and at the D&I Board.	We will ensure that we have a recruitment & selection candidate feedback process in place by which includes questions relating to D&I.  Review the recruitment & selection candidate feedback process so there is an opportunity for candidates to feedback on Diversity & Inclusion issues.	Resourcing Manager  OD Team	2022
To monitor all stages of the recruitment process; application, rejection and success rates by protected characteristics.	Reassures candidates that the Council is serious in its commitment to fairness in recruitment, retention and progression.	Percentage increase in the numbers of candidates from diverse backgrounds gaining employment at all levels across the organisation.	Monitoring of the recruitment process to take place on a quarterly basis and results reported to the D&I Working Group and the D&I Board.	Resourcing Manager  Recruitment Team	2021

Training & Talent Development					
Aims	Benefit(s)	Measure(s)	Action we will take	Accountability	Timescales
All employees have equal access to and are taking up training & development opportunities.	Equitable access to training and development opportunities will improve service delivery and aid the retention of employees who traditionally do not access training or who are from under-represented groups.	<p>A percentage increase in the number of employees who traditionally have not accessed training and development.</p> <p>A percentage increase in the number of employees with protected characteristics taking up and attending training and development.</p> <p>Our quarterly training data will show that there are no areas of under-representation amongst employees with protected characteristics within the Council's training figures.</p>	<p>We will monitor the uptake of training &amp; development by protected characteristic and where possible job role and type.</p> <p>We will use our training equality data to promote, encourage and actively target those under-represented groups to attend training, learning &amp; development.</p> <p>We will produce an annual report which includes equality data showing the uptake of training and development.</p> <p>We will seek feedback on any barriers to attending training from employees, ULRs and our Employee Networks.</p>	Head of OD  OD Team	2022
Deliver Unconscious Bias Training on a rolling basis to all employees including Elected Members.	By understanding Unconscious Bias our employees, Senior Leaders and Elected Members will be able to see how Unconscious Bias can affect the ways in which decisions are made and how these decisions can have an adverse effect on employees and our citizens.	<p>All senior leaders and elected members will have undertaken training by December 2021.</p> <p>All employees will have access to UBT by December 2021.</p> <p>50% of employees across the organisation will have attended UBT by the end of 2022 which will include the prioritisation of employees across front line services.</p> <p>The attendance of Unconscious Bias Training will be actively monitored, recorded and reported to the D&amp;I Board, the D&amp;I Working Group and the Strategic Management Board.</p>	<p>Unconscious Bias Training will be commissioned and delivered to all employees including:</p> <ul style="list-style-type: none"> <li>- Elected Members</li> <li>- Senior Leaders</li> <li>- Heads of Service</li> <li>- All employees including the prioritisation of front-line employees.</li> </ul>	OD Team	2023
To ensure the appraisal process is reviewed and is free from any potential unconscious bias and is applied fairly and consistently across the Council.	<p>Any potential discrimination can be identified, and actions put in place to redress.</p> <p>A fair and consistent performance management process will increase employee engagement and aid retention.</p>	Feedback and data gathered following our annual Appraisal process shows no significant differences between appraisal ratings by protected characteristics and all other employees.	<p>Review performance management process for unconscious bias.</p> <p>Evaluate ratings and outcomes for bias.</p> <p>Undertake appraisal moderation.</p> <p>Include reference to unconscious bias in appraisal training and materials.</p>	OD Team	2022

## Training & Talent Development

Aims	Benefit(s)	Measure(s)	Action we will take	Accountability	Timescales
Proactively assist the career development and progression of employees from under-represented groups.	Proactive assistance will provide the support required to enable colleagues from under-represented groups to progress within the organisation and challenge the status quo which will help to address the pronounced lack of diversity within Senior Leadership positions.	We will have delivered 4 Talent Development programmes across the organisation by 2023.	<p>We will take positive action by using Section 158 of the Equalities Act 2010 to deliver a Positive Active Talent Development Programme aimed at BAME employees initially by Dec 2021.</p> <p>We will create the opportunities to deliver a number of talent development programmes and initiatives targeted at employees with protected characteristics including those employees who are LGBT+ and who have a disability during 2022/2023.</p> <p>We will work in collaboration with Service Areas to enable them to create inclusive and diverse leadership teams.</p>	<p>Head of OD</p> <p>Directors</p> <p>Head of Service</p> <p>OD Team</p>	2023
Provide diversity based re-versed mentoring opportunities and senior leader sponsorship for those employee groups who are currently under-represented at senior level across the organisation.	Proactive mentoring and senior leader sponsorship will ensure that employees from these groups have an advocate who is actively supporting their development and progression.	By July 2022 we will have delivered a reverse mentoring programme with Allyship at its heart and centre and which pairs colleagues who may not otherwise come together.	Deliver a diversity-based reverse mentoring programme based on allyship.	Head of OD	2022



## Employment Practices

Aims	Benefit(s)	Measure(s)	Action we will take	Accountability	Timescales
To ensure that all HR related employment policies are non-discriminatory and free of unconscious bias.	All HR employment policies will be up to date and compliant with legislation and as a result reduce the risk of possible discrimination and unconscious bias	<p>100% of all HR related employment policies have been reviewed and are recognised across the region as best practice.</p> <p>An increase in the health and wellbeing of employees and therefore a decrease in sickness absence as a result of having policies which are non-discriminatory and promote good employee relations.</p>	<p>All HR related employment policies will be reviewed to ensure that they promote diversity &amp; inclusion throughout and reduce the opportunity for discrimination and unconscious bias.</p> <p>All of our revised policies will be shared with Stonewall and any other agency which may be relevant to ensure that they are fit for purpose</p> <p>We will consult with Trade Unions on any policy changes that have D&amp;I implications and we will continue to share policies with our Employee Networks on an ongoing basis for comment.</p>	<p>Director of HR</p> <p>Employee Relations Team</p>	2022
To ensure that all casework is assessed and monitored for discrimination and unconscious bias.	Employees across the organisation will see that the organisation is taking its commitment to removing inequality across casework seriously.	<p>A percentage reduction in the number of cases which could possibly be submitted as a result unconscious bias.</p> <p>Improvement in the feedback from employees on the support received from HR Business Partners and the wider service as part of the process.</p> <p>The health and wellbeing of employees will become the focal point of any HR related process reducing the levels of sickness absence and mental health concerns as a result.</p>	<p>All casework will be reviewed and assessed for possible discrimination and unconscious bias in decision making.</p> <p>All casework outcomes will form part of the Council's monitoring of Diversity &amp; Inclusion and reported to the Strategic Management Board.</p> <p>All employees across the HR service directly involved in casework and any investigating officer will undergo Investigation Training and Unconscious Bias Training.</p>	<p>Director of HR</p> <p>Employee Relations Team</p>	2021
To ensure that EIAs are an integral part of workforce planning and organisational redesigns across the Council and are used as intended.	Having EIAs underpinning workforce planning and redesign will ensure that the outcomes of such work are considered and allow us to identify whether any employees from protected groups are disproportionately affected.	From September 2021 EIAs are completed for all organisational redesigns and workforce planning initiatives. To gain a broader insight into the cumulative effects of this work, the EIAs will be amalgamated and reviewed as a whole on a yearly basis and presented to the D&I Working Group.	EIAs will be carried out and integrated as intended into workforce planning and organisational redesigns with the appropriate action taken to mitigate any issues that might arise as a result.	<p>Director of HR</p> <p>Directors</p> <p>Heads of Service</p> <p>Employee Relations Team</p> <p>Insights Team</p> <p>OD Team</p> <p>Job Evaluation Team</p>	2021

Communication & Engagement					
Aims	Benefit(s)	Measure(s)	Action we will take	Accountability	Timescales
Foster a culture of openness, engagement and trust which has D&I principles at its centre and which enables all employees to bring their whole selves to work.	A workforce which feels able to bring their whole selves to work will create a working environment where levels of employee engagement, performance, satisfaction, wellbeing and motivation are high creating an improvement in service delivery for the citizens of Coventry.	<p>A percentage increase in the number of employees from protected characteristics completing their equality &amp; diversity information.</p> <p>A percentage increase in the amount of positive feedback received from employees across the organisation following employee surveys.</p> <p>Employees are highly motivated and displaying the Council's Values and Behaviours which is evidenced as part of the appraisal process.</p> <p>A percentage increase in the number of employees stating that the Council is a great place to work.</p> <p>An increase in the health &amp; wellbeing of employees and therefore a reduction in sickness absence and retention.</p> <p>A decrease in the number of employees raising concerns about the lack of progress in relation to D&amp;I matters.</p>	<p>An employee engagement plan will be produced which will have the Council's commitment to D&amp;I at its centre.</p> <p>We will host a number of employee forums to ask difficult questions and listen to the lived experiences of our employees.</p> <p>We will design a communication strategy that will drive and support the Council's D&amp;I agenda.</p> <p>Develop events and activities to support and meet the needs of our diverse workforce then measure and monitor attendance to ensure objectives are met.</p>	<p>Chief Executive</p> <p>Director of HR</p> <p>Directors Heads of Service</p> <p>Head of OD</p> <p>OD Team</p>	2023
We will ensure that questions which focus on Diversity & Inclusion are contained within all the Council's annual Employee Engagement and Pulse surveys.	This will facilitate regular feedback on Diversity & Inclusion from colleagues which will highlight key areas of concern and allow us to establish a benchmark to monitor progress.	<p>100% of all employee engagement and pulse surveys will include questions which enable the workforce to provide feedback on the Council's commitment to Diversity &amp; Inclusion as well as its implementation.</p> <p>An increase in positive feedback from employees across the organisation as a result of our employee surveys.</p>	<p>The Communication and OD Teams will ensure that questions relating to D&amp;I are included in all Employee Engagement and Pulse surveys with immediate effect.</p> <p>The Communications and OD Team will liaise and engage with all service areas to ensure that they include questions relating to D&amp;I in any survey conducted with the employees.</p> <p>We will collect data and information from employees' surveys and produce actions plans to mitigate any concerns raised.</p> <p>We will use a range of media to ensure that we meet the needs of all employees.</p>	<p>Head of Communications</p> <p>Head of OD</p> <p>Communications Team</p> <p>OD Team</p>	2021

## Communication & Engagement

Aims	Benefit(s)	Measure(s)	Action we will take	Accountability	Timescales
We will ensure that all surveys sent out to employees will include EDI Monitoring in order to measure employee engagement and participation.	Identification of areas of under-representation by protected characteristics, job type, or employment location will allow us to put in place the required actions to increase employee engagement.	<p>A percentage increase in the number of employees from a range of different backgrounds, job types, roles and locations completing employee engagement surveys.</p> <p>An overall increase in positive feedback from employees across the organisation following our next employee engagement survey.</p>	The Communications Team, OD Team and Insights Team will ensure that any survey being sent out to employees will include EDI monitoring in order to assess the engagement of all employees. Where any under-representation is discovered, action will be taken to identify and remove any barriers.	<p>OD Team</p> <p>Communication Team</p> <p>Insights Team</p>	2021
We will monitor the take up of attendance at Employee Engagement events and activities (such as Let's Talk) to ensure that all employees are able to participate in these events.	Identification of areas of under-representation by protected characteristics, job type/role or employment location will allow us to put in place the required actions to increase employee engagement.	<p>An increase in the number of employees from a range of different job roles and locations accessing employee engagement events such as Let's Talk.</p> <p>An increase in positive feedback from employees across the organisation following our next employee engagement survey.</p>	<p>We will proactively target those employees who have traditionally not engaged with the organisation and monitor participation.</p> <p>We will monitor the attendance at Employee Engagement events such as Let's Talk by protected characteristic and role to ensure that all employees regardless of background, role or location can and are able access such events.</p> <p>Where any under-representation is discovered, action will be taken to identify and remove any barriers.</p>	<p>Communication Team</p> <p>OD Team</p>	2021



## Inclusive Procurement & Commissioning

Aims	Benefit(s)	Measure(s)	Action we will take	Accountability	Timescales
Ensure that diversity & inclusion are embedded within our procurement and commissioning policies, processes & procedures.	Embedding D&I within our procurement and commissioning policies, processes and procedures will ensure that our procured and commissioned services are consistent with our corporate commitment to D&I.	<p>We have the data which confirms the number of Ethnic Minority owned businesses across the City.</p> <p>We will have a plan in place that communicates how we intend to increase supplier diversity.</p> <p>All employees across the procurement and commissioning service will have received training on how to ensure inclusivity within procurement and commission requirements.</p>	<p>We will establish a baseline of Ethnic Minority owned businesses.</p> <p>We will produce a plan which sets out how we intend to increase supplier diversity.</p> <p>We will educate our employees across our commissioning and procurement services about the benefits of inclusive procurement and commissioning and provide training where necessary.</p>	<p>Head of Procurement</p> <p>Procurement Team and Commissioning Managers</p>	2022
To pro-actively engage with Ethnic Minority business owners throughout the supply chain to increase supplier diversity.	By actively seeking to work with Ethnic Minority business owners we will increase the scope of the services that we can potentially procure and commission. This will unlock new opportunities and will also increase the diversity of the goods and services supplied.	<p>A percentage increase in the number of Ethnic Minority business owners engaging with the Council.</p> <p>A percentage increase in the number of contracts offered to Ethnic Minority business owners.</p> <p>A percentage increase in the number of contracts offered to business owners with protected characteristics.</p>	<p>We will put in place a process to actively encourage Ethnic Minority business owners to tender for relevant projects.</p> <p>We will actively seek feedback from Ethnic Minority business owners on the barriers they face in successful tendering.</p> <p>We will take action to reduce or remove these barriers.</p> <p>We will actively encourage the participation of people with a protected characteristic in a particular activity where there is evidence that their participation is disproportionally low compared to that of people without the protected characteristic.</p> <p>We will hold a supplier diversity day and go through the procurement and commissioning process and selection criteria to help potential suppliers understand the requirements.</p>	<p>Head of Procurement</p> <p>Procurement Team and Commissioning Managers</p>	2022

## Inclusive Procurement

Aims	Benefit(s)	Measure(s)	Action we will take	Accountability	Timescales
Celebrate and promote the Council's commitment to Inclusive procurement and commissioning.	Demonstrates the Council's commitment to ensuring that all communities across the City are being encouraged to be part of the procurement and commissioning process.	We will see a percentage increase in the take up of contracts from Ethnic Minority business owners and owners of businesses with a protected characteristic.	We will share information about diverse suppliers (e.g. case studies) on our Council website reinforcing our commitment to diversity and inclusion and to help other organisations understand the areas that they need to develop for the future.	Head of Procurement  Head of Commissioning (Children's and ASC)  Procurement Team  Commissioning Managers	2022



# Appendix 1

All figures are based on headcount of Council employees, excluding school and casuals. To allow accurate measurements of representation, incomplete records have been excluded.

Profile as of 01/12/20.

Category	All staff	Grade 1-7	Grade 8+	Senior Leader
<b>Ethnicity</b>				
Asian/Asian British - Chinese	0.2%	0.2%	0.3%	0.0%
Asian/Asian British - Bangladeshi	0.5%	0.6%	0.0%	0.0%
Asian/Asian British - Indian	9.2%	9.6%	7.9%	0.0%
Asian/Asian British - Other Asian	0.6%	0.6%	1.0%	0.0%
Asian/Asian British - Pakistani	1.3%	1.4%	0.8%	0.0%
Black/Black British - African	2.3%	2.5%	1.0%	1.8%
Black/Black British - Caribbean	2.0%	2.0%	1.9%	1.8%
Black/Black British - Other Black	0.4%	0.5%	0.2%	0.0%
Mixed/multiple ethnic group - Other Mixed	0.5%	0.4%	1.0%	1.8%
Mixed/multiple ethnic group - White and Asian	0.6%	0.5%	1.0%	1.8%
Mixed/multiple ethnic group - White and Black African	0.1%	0.1%	0.0%	0.0%
Mixed/multiple ethnic group - White and Black Caribbean	0.8%	0.8%	0.8%	0.0%
Other ethnic group - Arab	0.1%	0.1%	0.1%	0.0%
Other ethnic group - Any other ethnic group	0.3%	0.2%	0.5%	0.0%
White - British	75.8%	74.8%	79.5%	89.5%
White - Gypsy or Irish Traveller	0.1%	0.0%	0.0%	1.8%
White - Irish	1.7%	1.7%	1.6%	0.0%
White - Other White	3.1%	3.3%	1.9%	1.8%
Prefer not to State	0.6%	0.7%	0.5%	0.0%

Category	All staff	Grade 1-7	Grade 8+	Senior Leader
<b>Disability status</b>				
Disability declared	6.8 %	7.4 %	4.0 %	7.1 %
Not disabled	91.5 %	91.0 %	94.2 %	91.1 %
Prefer not to state	1.7 %	1.6 %	1.8 %	1.8 %
<b>Sex</b>				
Female	67.1%	66.4%	72.7%	40.3%
Male	32.9%	33.6%	27.3%	59.7%
<b>Age</b>				
16-24	3.6%	4.4%	0.0%	0.0%
25-34	15.2%	15.9%	12.2%	1.6%
35-44	21.4%	20.1%	28.4%	19.4%
45-54	28.9%	27.7%	33.5%	48.4%
55-64	26.9%	27.5%	23.4%	30.6%
65+	4.1%	4.4%	2.4%	0.0%
<b>Sexual Orientation</b>				
Bisexual	1.1%	1.2%	0.4%	0.0%
Gay	1.2%	1.2%	1.1%	1.9%
Heterosexual	87.4%	86.9%	89.6%	88.7%
Lesbian	1.0%	0.9%	1.5%	0.0%
Other	0.6%	0.7%	0.0%	0.0%
Prefer not to State	8.9%	9.1%	7.4%	9.4%
<b>Religion/Belief</b>				
Any Other	3.1%	3.4%	1.9%	0.0%
Buddhist	0.2%	0.2%	0.0%	0.0%
Christian	45.5%	45.0%	46.7%	58.5%
Hindu	2.7%	2.8%	2.5%	0.0%
Jewish	0.1%	0.1%	0.0%	1.9%
Muslim	3.4%	3.6%	2.7%	0.0%
No Religion	31.9%	31.5%	34.0%	32.1%
Sikh	5.8%	7.1%	7.8%	0.0%
Prefer not to State	7.2%	6.2%	4.2%	7.5%



# Appendix 2

## Starters and leavers between 01/04/18 and 01/12/20.

All figures are based on headcount of Council employees, excluding schools and casuals. To allow accurate measurements of representation, incomplete records have been excluded.

Category	Starters	Leavers
<b>Ethnicity</b>		
Asian/Asian British - Chinese	0.1%	0.3%
Asian/Asian British - Bangladeshi	1.1%	0.2%
Asian/Asian British - Indian	7.3%	7.3%
Asian/Asian British - Other Asian	0.9%	1.2%
Asian/Asian British - Pakistani	3.4%	2.2%
Black/Black British - African	4.7%	4.4%
Black/Black British - Caribbean	2.3%	1.7%
Black/Black British - Other Black	0.9%	1.4%
Mixed/multiple ethnic group - Other Mixed	1.0%	0.5%
Mixed/multiple ethnic group - White and Asian	1.0%	0.3%
Mixed/multiple ethnic group - White and Black African	0.2%	0.0%
Mixed/multiple ethnic group - White and Black Caribbean	1.1%	0.7%
Other ethnic group - Arab	0.0%	0.0%
Other ethnic group - Any other ethnic group	0.1%	0.5%
White - British	68.4%	73.1%
White - Gypsy or Irish Traveller	0.0%	0.0%
White - Irish	1.2%	1.6%
White - Other White	4.9%	3.9%
Prefer not to State	1.4%	0.6%
<b>Disability status</b>		
Disability declared	5.8%	5.9%
Not disabled	93.4%	93.2%
Prefer not to state	0.8%	0.9%

Category	Starters	Leavers
<b>Sex</b>		
Female	67.3%	68.2%
Male	32.7%	31.8%
<b>Age</b>		
16-24	13.7%	7.7%
25-34	28.4%	22.1%
35-44	23.4%	19.0%
45-54	20.8%	18.7%
55-64	12.1%	21.6%
65+	1.6%	10.8%
<b>Sexual Orientation</b>		
Bisexual	1.7%	1.7%
Gay	1.6%	1.2%
Heterosexual	89.5%	89.6%
Lesbian	2.0%	0.6%
Other	0.1%	0.2%
Prefer not to State	5.1%	6.6%
<b>Religion/Belief</b>		
Any Other	2.4%	1.9%
Buddhist	0.3%	0.4%
Christian	37.6%	51.9%
Hindu	1.9%	3.5%
Jewish	0.1%	0.0%
Muslim	6.0%	3.7%
No Religion	40.3%	29.0%
Sikh	4.3%	4.7%
Prefer not to State	6.9%	4.9%



