

Birmingham City Council: Working to be a real equal opportunity employer

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Tackling inequality: everyone's battle, everyone's business

- Inequality in Birmingham: “a tale of two cities”
- We simply can't go on like this:
 - The impact of the pandemic
 - Black Lives Matter – a global call for justice
- Calling the city to action: “Everyone's Battle, Everyone's Business”
- But - we can't fix the city's problems unless we face up to our own challenges as an organisation.

Birmingham's Workforce Race Equity Review

- We don't look like Birmingham, especially at the top:
 - 67% of Black, Asian and Minority Ethnic staff are in operational or front line roles
 - We have a Race Pay Gap:
 - Black, Asian and Minority Ethnic staff are likely to be paid 7.9% less than their White colleagues
 - We don't recruit enough Black, Asian and Minority Ethnic staff at management levels
 - There is 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 are more likely to resign or be made redundant than if you are White.
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Known Knowns – and Known Unknowns

- We have more than one pay gap:
 - BCC's gender pay gap is 9.3%
 - But there's a lot we still don't know:
 - No ethnicity data for 29% of staff
 - No religious belief data for 60% of staff
 - Similar gaps for disability, sexual orientation and other protected characteristics
 - Trust had been eroded over decades with an adversarial “them and us” culture
 - A reluctance to share information and fear of engaging?
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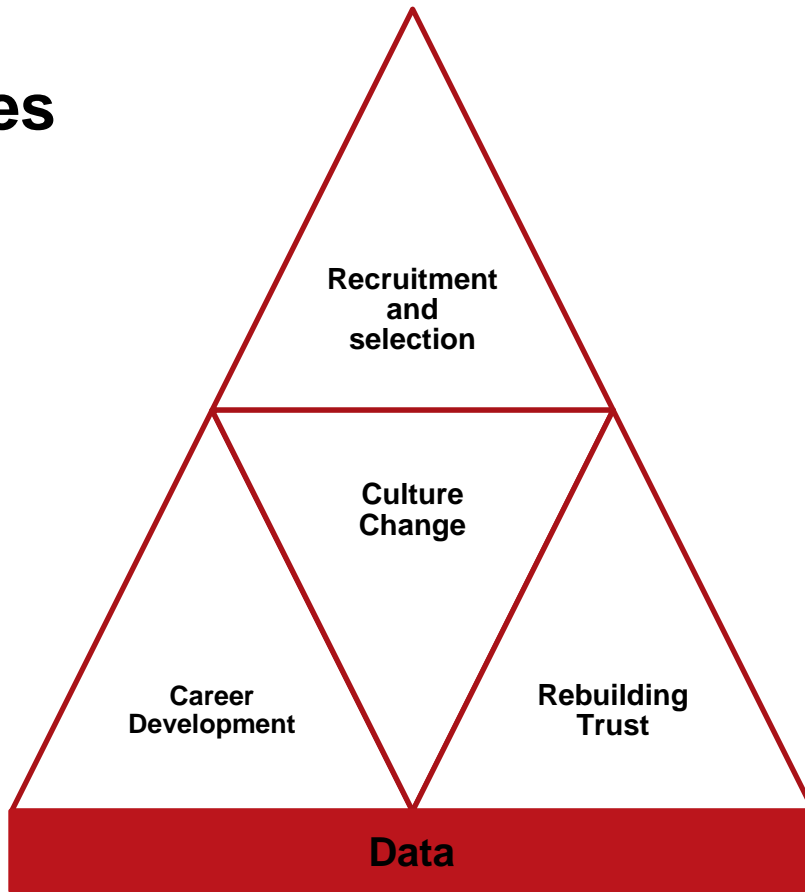
We've got a problem – so what are we actually going to do about it?

- Workforce Race Equity Review:
 - Vital to put these challenging facts in public and “on the record”
 - Demand for action, not words

- A clear action plan:
 - Radical and challenging targets
 - Clear timescales

- Five key themes:
 - Recruitment and selection
 - Career development
 - Rebuilding trust
 - Culture change
 - Data

Key themes



Recruitment and selection

What have we done?	What are we going to do?	Time frame	Owner	Update February 2021
<p>Started to review our recruitment and selection policies to ensure that they meet our objectives.</p> <p>Started the work to ensure that inclusive language is used at all stages of the employee journey.</p> <p>Implemented recruitment and selection and unconscious bias training, which will be mandated for all recruiting managers.</p>	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 in April 2021
	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	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, not issues raised in terms of panels being not diverse, so no need to widen to partners identified.
	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	Used AI in 2 recruitment campaigns and about to commence a 3 rd AI driven recruitment campaign. Analysis of success to take place in April 2021.

Career Development

What have we done?	What are we going to do?	Time frame	Owner	Update February 2021
Drafted a partnership agreement with Birmingham City University to implement work placements and opportunities 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	OD Managers aligned with directorates and acting as workforce planning leads.
Commenced work on the BRUM pioneer programme aimed at improving the leadership behaviours, with a specific focus on improving inclusivity across our Senior Leadership Community.	Co-design and implement talent management and succession planning, ensuring that we identify opportunities to develop diversity across our management structure.	April 2021	Assistant Director - OD	Appraisal process at final stages with TU consultation.
Removed institutional barriers to progression and developing career pathways, specifically we have amended our Secondment Policy to encourage movement. Staff should not have to choose between career progression or job security.	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	Future leader programme designed and ready for launch in April 2021.
	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	PO raised and work to commence in March 2021

Culture change

What have we done?	What are we going to do?	Time frame	Owner	Update February 2021
<p>Implemented our first Culture Change Framework incorporating behavioural indicators.</p> <p>Drafted our first EDI Strategy and Implementation plan.</p> <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>	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	Assistant Director - OD	Postponed in the light of Investing in our Future report. Need to have strong alignment
	Formalize reflection and development forums for marginalised communities within the organisation.	April 2021	Assistant Director - OD	Commencing pilot in Digital and customer services
	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	Discussions with Green Park in February 2021 to kick off work around a diversity audit in April 2021
	Establish a diversity-based reverse mentoring programme that pairs colleagues who may not otherwise come together.	April 2021	Assistant Director - OD	Reverse mentoring commenced in February 2021
	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 February 2021
<p>Commenced work on a "Rebuilding Trust" programme which will be delivered across the organisation at all levels. This will be co-designed with Trade Unions and our Staff Networks.</p>	<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.</p>	September 2021	Assistant Director – HR	Race Deep Dive commissioned, further discussions taking place with Green Park around ethnicity audit and meeting established with UoB.
	<p>We will be transparent and open by publishing this review, our EDI Strategy and Workforce Equality data.</p>	December 2020	Assistant Director - OD	PSED equality in employment report 2020 now published
<p>Increased quality interactions with Trade Unions to rebuild the spirit of collaboration around all workforce issues.</p>	<p>We will incorporate Race Pay Gap reporting alongside our Gender Pay Gap Reporting.</p>	June 2021	Assistant Director - OD	First report to Cabinet – November 2020
	<p>HR will implement a regular all staff interactive broadcast to inform and consult on the work, issues, opportunities and progress made.</p>	December 2020	HR Director	Next session planned in May 2021
<p>Hosted numerous forums to ask the difficult questions and listen to the lived experience of our colleagues.</p>	<p>Use the Equalities Star Chamber to provide robust internal challenge and scrutiny of the Council's internal equalities practice.</p>	December 2020	Assistant Director - OD	Regular reviews in place
	<p>Implement Allyship approach to unlock conversations and support for behavioural change.</p>	December 2020	Assistant Director - OD	2 Allyship sessions facilitated to date with an ongoing programme planned in 2021

Data

What have we done?	What are we going to do?	Time frame	Owner	Update February 2021
<p>Identified the gaps in our data which make it challenging to clearly articulate the issues.</p> <p>Commenced discussions with trade unions to improve messaging around the reasons for data 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>	Work with our recruitment partners to include mandatory fields around diversity of recruitment panels and shortlists.	October 2020	Assistant Director – Human Resources	Complete
	Refresh our approach to Equality Impact Assessments and their use during Workforce Planning and organisational redesigns.	December 2020	Assistant Director – Human Resources & Equalities and Cohesion Manager	Work in progress
	Review and re-establish a robust exit interview process and reporting	January 2021	Assistant Director – Human Resources	Recommendations presented for consideration. To be shared with TU's and DAN's
	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 March 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 April 2021 with increased data quality in place.

What are we doing next?

- Commencing deep dive work in our Directorates
- Kick starting work with external partners to critique our plans and progress
- Re-running the data closure exercise on a directorate basis
- Planning to re-run the reports annually from April alongside the Public Sector Equality Duty and Gender Pay Gap reports
- Widening the scope of the report to include all protected characteristics to establish any intersectionality issues

[birmingham.gov.uk/futurecouncil](https://www.birmingham.gov.uk/futurecouncil)

