

whg 2019 – 2022 Single Equality Scheme Action Plan

Section 1 – Colleague related actions

Diversity Themes	Actions	Outcomes	When	Lead Team	Update
1. Attract and recruit a diverse workforce with the skills and behaviours we need to help our business flourish	a. Take appropriate positive action in the recruitment of board and committee members to increase the representation of under represented groups	Aspire to have 50% of Board and Committee members who are women	Year 1 2019-20	Governance	
		Aspire to have 45% of Board and Committee members who are below the age of 50.			
	b. Conduct an EDI assessment of whg's recruitment processes and practices and enhance our practices to reduce unconscious bias	whg recruitment processes reflect best practice, are free from unconscious bias and do not disadvantage any under represented group	Year 1 2019-20	HR	EDI process under review by Equality and Diversity Manager.
		Under represented groups are being recruited into whg positions where they are not represented	Year 2 2020-21	HR	Each quarter a profile is produced detailing under represented groups in teams to allow the HR team to actively target under-represented groups.
	c. Through the "Women into Construction" programme and positive action, attract women into trade roles	Aspire to have 10 female colleagues in trade roles by 2022	Year 3 2021-22	HR	As at 30.09.2019 there are eight female colleagues in Trades roles: 1 x Multi Skilled Operative (Carpenter) 1 x Apprentice Carpenter 1 x Apprentice Gas 2 x Apprentice Plasterer 2 x Apprentice Plumber 1 x Apprentice Electrical 1 x Apprentice Carpenter
	d. Develop whg's recruitment brand and run targeted campaigns using social media to attract under represented groups.	whg's recruitment brand represents the organisation's values and aspirations and attracts under represented groups	Year 1 2019-20	HR	Some work has been carried out to determine the 'HR Brand' which will now contribute towards the re-launch of the Corporate Plan. The work specifically related to HR Brand is on hold, pending the launch of the new 2020 Corporate Plan to ensure consistency in message and themes.
Aspire to have increased the number of male colleagues in entry level roles where they are currently under represented by 5%		Year 3 2021-22	HR	Each quarter a profile is produced detailing under represented groups in teams to allow the HR team to actively target under-represented groups.	
2. Develop all our colleagues to fulfil their potential, meet their career aspirations and ensure	a. Mandatory training programmes for all colleagues	100% of colleagues complete EDI mandatory courses within 6 months of commencing employment	Ongoing	L&D	The e-learning module and Equally Yours workshop are

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EDI is embedded within our L&D processes					<p>assigned to colleagues as new starters. Outstanding workshop attendance will be included in the monthly core compliance report to Senior Leaders. Completion and attendance will be embedded as requirements during the probationary period for all roles in the learning pathways.</p> <p>Equally Yours compliance reported Sept 2019 established over 100 colleagues who have not attended since the workshop was introduced in 2015. Options have been identified to plan delivery to accommodate these numbers by March 2020.</p>
	b. Assistive software functions are available, activated and communicated to colleagues	Improved support for colleagues who have learning differences or needs that require additional support	Year 1 2019-20	L&D	<p>Texthelp has been identified as potential additional software. We need to identify a pilot group to establish a 30 day free trial. Work needs to be planned to identify all the features currently available to colleagues on mobiles, tablets and laptops to produce a guide/tool kit to be made available.</p>
	c. increase colleague awareness concerning how to access development and promotion opportunities	Colleagues understand their potential for growth and encourage under represented groups to progress within whg	Year 2019-20	L&D	<p>Individuals coached to establish learning plans to support their development. Agreement reached to accredit the Mate to Manager development programme for colleagues in HMS. Three D2L graduates are acting as mentors. All apprentices are offered a mentor for the second year of their apprenticeship.</p>
	d. Launch learning pathways for all roles which include access to professional qualifications	Colleagues from under represented groups are progressing into positions where they are under represented	Year 3 2021-22	L&D	<p>Project team meeting agreed to pilot 3 roles in IT, HMS and Finance at service/operational manager level. Kath suggested we also do the roles that report to these to</p>

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					<p>identify the gaps for succession planning.</p> <p>The structure can align to the three pay banding levels and will map into induction, probation and performance check-ins.</p> <p>The system will automate sign of compliance requirements 0 – 6 months.</p> <p>Sign off will need a system feature to enable prior learning to evidenced/authorised by the manager and colleague.</p>
3. Retain and reward our Colleagues, ensuring fairness, equality and transparency are embedded	a. Support teams to embrace agile and flexible working practices to encourage under across all Directorates	Improved accessibility for working flexibly	Year 1 2019-20	HR	<p>Office refurbishment delivered early 2019. The new office layout offers more modern working practises, designed to encourage agile working. and has been warmly received.</p> <p>Agile working guidelines to be made available to all colleagues by 31 October 2019. HRBP's to work with managers to encourage support in implementing the guidelines.</p>
	b. Review whg's pay and reward offering ensuring fairness, equality and transparency are key principles embedded within the scheme	A new pay structure is implemented which is fair and transparent	Year 1 2019-20	HR	<p>On track to implement by 1st April 2020</p> <p>A report went to EXEC 17th September 2019 detailing progress to date.</p>
	c. Create a GEM award for colleagues who excel in promoting EDI	Colleagues contribution to the EDI agenda is recognised and celebrated	Year 1 2019-20	HR / Comms	<p>Scheme re-launch 1st April 2020</p> <p>Current GEM scheme is under review between HR and Comms. A brief will be submitted to EXEC re: proposed new scheme by 31.01.20</p> <p>New scheme will not only include EDI but will make the process easier, more transparent for colleagues to engage with.</p>
4. Develop leaders who inspire and support colleagues from under represented groups to reach their full potential	a. Develop a D2L programme for aspiring leaders and encourage under represented groups to attend selection events	A cohort that is representative of our workforce in terms of gender and ethnicity	Year 2 2020-21	L&D	

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	b. Ensure Board and Committee members are offered internal/external mentoring and or coaching opportunities.	Board and Committee Members receive appropriate coaching and mentoring to support their development	Ongoing	Governance	
	c. Develop internal feedback process for leaders to enhance their emotional intelligence and inclusive leadership skills	Open dialogue is promoted and leaders identify development needs to enhance their inclusive leadership skills	Year 2 2020-21	L & D	
	d. Enhance whg's mentoring scheme and introduce a coaching scheme developing capacity and access to coaches and mentors from a diverse background	Representation of mentors from under represented groups is extended.	Year 2 2020-21	L & D	
Targeted recruitment and development of coaches, internal and external		Year 2 2020-21	L & D		
Increase the number of colleagues from under represented groups coached or mentored within whg		Year 2 2020-21	L & D		
	e. Increase BAME representation in management roles through appropriate positive action.	Aspire to increase BAME representation at all managerial levels by 20%	Year 3 2021-22	HR & L & D	
5. Create and maintain a positive values driven culture with D&I at its centre	a. Continue to improve the integrity of our colleague diversity data and reports	Stronger platform on which to set targets and develop under represented groups	Year2 2020-21	HR	Ciphr (HR system) under development to improve the way in which we collect data which aims to improve colleague reporting. Colleagues will be invited to disclose EDI data by 31.03.20
	b. Monitor and report board and committee diversity profiles against targets.	Monitor and record Board and Committee diversity profiles against targets	Ongoing	Governance	
		Report Board and Committee diversity profiles against targets on an annual basis through the Annual Diversity Report			
	c. Launch a new colleague/consultation forum representative of whg	All colleague representation and voice addressing EDI issues within whg	Year 1 2019-20	HR	The Colleague Voice was pitched to colleagues during September, 4 drop in sessions were arranged with limited interest. We propose this action is rolled over into Year 2 when more work has been done in relation to the Inclusion approach.

Section 2 – Customer related actions

6. Explore and embed appropriate accessibility solutions to support the modernisation of customer services contact points	a. Complete an Equality Analysis (EA) on all elements of the customer services modernisation programme.	Barriers to the accessibility of customer services contact points are identified and fully assessed	Year 1 2019-20	Head of Digital and Customer Services
	b. Implement appropriate solutions to ensure accessibility barriers to customer service contact points are minimised and/or eradicated	Solutions to better enable the accessibility of customers are implemented across all customer services contact points	Year 1 2019-20	Head of Digital and Customer Services
7. Utilise customer diversity data to identify and support new/emerging communities.	a. Collate customer diversity data on new lettings and active applicants bi-annually	Greater intelligence on new and future customers is provided	Ongoing	Equality and Diversity Manager
	b. Utilise customer nationality data to identify and support new and emerging communities	New communities are more effectively identified		
	c. Identify the language needs of new and existing and customers	Translation and interpretation services to support customers are better targeted and managed		
	d. Promote community based ESOL classes to non –English speaking customers	Customers are enabled to seek support in learning English. Customer and community integration is enabled Customer employability and job progression is enabled Data on customer take up of ESOL is collected	Year 2 2020-21	
8. Contribute to the delivery of the Walsall for All – Integrated Communities Area Pilot	a. Deliver the Waters Keep integration action plan	Integration outcomes are delivered on Waters Keep and Goscote Lane developments	Year 1 2019-20	Equality and Diversity Manager/Community Organiser
	b. Support whg customers and groups to bid for project grants and commissions		Year 1&2 2019/21	Equality and Diversity Manager
	c. Support the Walsall For All project bidding and tendering rounds	Appropriate gaps in Walsall For All project commissions are taken up		
	d. Promote Walsall For All projects, events and activities	Walsall For All project, events and activities are promoted to whg colleagues and customers		
9. Develop a stronger, inclusive, and meaningful, engagement relationship with our customers	a. Link engagement to equality & diversity work on promoting inclusion and community integration and meet the needs of new and emerging communities	Engagement is inclusive and accessible to all	Year 1 2019-20	

	b. Analyse customer insight and profiling data to using behaviour science and generational theory to ensure opportunities for engagement are targeted to particular customer segments	Targeted engagement with a diverse range of customers		Insight and Business Change Manager/Customer Voice Steering Group
	c. Strengthen the approach to co-designing services with customers	Customers shape the services they receive		Housing Services Manager/Customer Voice Steering Group
	d. The delivery of the Customer Voice Strategy are evaluated	Learning from Year 1 is applied and rolled out	Year 2 2020-21	Housing Services Manager/Customer Services Steering Group