



HOW CAN WE RECRUIT MORE BME TALENT INTO THE COUNCIL

BHCC BME Recruitment Consultation Event Report

APRIL 2015



Background

According to the 2014 Policy Exchange Report 'A Portrait of Modern Britain', across the UK, there are marked differences in the level and type of economic activity among different minority communities. When it comes to job satisfaction, Black and Minority Ethnic (BME) groups follow the national norm, with Bangladeshis and Black Africans describing themselves on average almost 10% less satisfied than White workers.

Although members of the Asian community disproportionately concentrate in the highest skilled professions and compare favourably with the White population, all BME communities exhibit lower economic activity rates, higher unemployment and lower levels of full-time workers than the White population.

Africans, however, have a sizeable proportion at both ends of the spectrum, representing the extremes of diversity within their own ethnic group. Strikingly, all groups have unemployment rates that are more than double the average rate of the White population.

The likelihood of white applicants being appointed is more than three times greater than that of BME applicants, and the likelihood of white shortlisted applicants being appointed approaches twice that of BME applicants.

One of the findings of the Global HPO Report, Dec 2013

Engaging with the City's BME communities is a priority area of work under Brighton & Hove City Council's Workforce Equalities Action Plan and the Council has developed its approach in conjunction with The Trust for Developing Communities (TDC). TDC has a track record of this type of consultative work and their role was to organise and facilitate the focus groups, feedback the results of these in a report to the Council and to facilitate feedback to the communities on the progress the Council has made in response to the report's findings.

By integrating this engagement work within the Council's broader equalities action plan and funding it from the Council's HR budget, they can ensure that valuable engagement with local BME communities will not be a one off event.

Introduction

Brighton & Hove City Council (BHCC) is the largest employer in Brighton & Hove, and BME people (defined here as non-white groups), despite being almost 9.1% of the population (Census 2011), make up only approximately 6% of the staff, (BHCC Workforce Data 2014).

According to the 2013 Global HPO Report, in relation to applications for work at the Council over the past three years BME groups have constituted approximately 12% of all the applications with 10% of these being shortlisted and less than 30% of shortlisted BME applicants recruited.

The picture is clear; opportunities to enter work at the Council are widest for White British/Irish people, and tightest for BME people. BME applicants are not only less likely to be shortlisted, but are also less likely to be appointed. The route to employment at BHCC would appear, for a variety of reasons, to be more difficult for BME applicants.

The opportunity now exists for the HR team to address this and make a difference. In 2010/11 there was a notable spike in the number of BME people who applied for jobs at BHCC, and more BME people were also appointed that year, (Global HPO, 2013). This seems to have been as a result of a number of recruitment initiatives aimed at BME people, where HR staff engaged with BME community groups to encourage applications for jobs.

These initiatives worked, but they did not continue, with the resulting drop in both applications and appointments the next year. It is important that BHCC as a local large employer reconnects with its diverse communities.

Terminology

The term 'Black and Minority Ethnic' was used for this activity on the basis of its popular usage. It has become commonly understood to describe 'people from minority groups, particularly those who are viewed as having suffered racism or are in the minority because of their skin colour and/or ethnicity' (Williams et al, 1998). *Black*, *Minority* and *Ethnic* are concepts that are 'value laden' within many progressive communities. There has been particular debate over the appropriateness of *Black* as some suggest that it is less inclusive to the broad range of ethnic minorities who experience discrimination on the basis of their ethnicity.

The acronym BME was an attempt to be more comprehensive, but it has become less popular, as some people perceive it to be 'cumbersome or bureaucratic' (Cree, 2010). Some of the difficulty with terms was reflected in the project interviews. One person suggested that using BME as a label '*singles out people*'. They said it was a '*homogenizing terminology*' that groups diverse ethnic people together.

They suggested we need to be '*critically aware*' of the connotations of these terms and while we use them, '*we use them problematically*' (Williams & Johnson, 2010).

So while Black, White, Minority, Ethnic and BME are used in this report it is recognised that they are 'problematic'. The concept of *race* is similarly problematic and will be used sparingly in the report.

Methodology

The project consisted of a two-step approach starting with a literature review of the Global HPO Report into Race Equality in Employment at Brighton & Hove City Council (2013), BHCC Workforce data (2014), BME Audit of 2013 report recommendations and the Meeting Minutes from the December 2014 Engagement Plan. The consultation and focus groups were conducted as semi-structured qualitative interviews with four groups of people totalling 21 individuals (16 in focus groups). The specific ethnicity of the participants is not disclosed to protect their confidentiality, but they represented heritages from Africa, Asia, Europe and the Americas. Only one was British born. The ethnicity of the participants show they hailed from four of the five ethnological groups represented in Brighton & Hove with the exception of White non-British.

Firstly, four BME women from the BME 'Anchor Groups' (representative groups engaged in TDC work and projects) with a variety of qualifications and experiences, were interviewed. These interviews took place at the BHCC offices / boardroom and were facilitated closely using the pre-tested focus group questions (see *Consultation Feedback*). Secondly, two groups of six (2 x 6) community members were interviewed; all were resident across the city. All identified themselves as being from a Black Minority Ethnic group and economically active. These focus groups were conducted in a local community centre that is widely used by culturally specific groups. Thirdly, five individuals aged 25–30 years old, either recently qualified students or NEET (Not in Employment Education or Training), were interviewed on a one-to-one basis in various settings (café, offices and residences) across the city. **[see Appendix II – Consultation venues / dates]**

Having developed a tried and tested methodology for focus group delivery within TDC, part of the methodology for this particular programme was that the HR team wanted to take part to 'listen' to the feedback coming up. In one session there was a complexity that arose when points raised were responded to by the city council in the moment, rather than listened to for later consideration and this was quickly resolved. At sessions where it was agreed the team attended the sessions during the final section for this purpose, there was a very successful feedback element and these comments can be found within this report.

Participants were recruited through the contacts of Steering Group members using a 'snowballing' sampling technique. This sampling technique is often used in hidden populations which have been found difficult to access or engage. The interviews consisted primarily of open qualitative questions on experiences, barriers and current recruitment processes. Participants were also asked more directive questions about what they perceived as challenges, what they believed BME members brought to the workplace, and what strategies could support them better to access BHCC vacancies. A thematic approach was taken to data analysis to explore the

commonalities and variances of their experience. The views expressed are based on the perceptions of the people consulted, but may be indicative of wider perceptions within the BME community.

Consultation Feedback

QUESTIONS

- 1) How do you view the Council's current approach to the recruitment of BME workers?
- 2) What has been your / family / friends' experience of the Council's recruitment process?
- 3) What do you consider are the barriers / issues you found in applying for a job within the Council?
- 4) What would make a difference in the recruitment process that would attract you to apply for a job?
- 5) How is the Council viewed as an employer that would encourage you to apply for a job in preference to another employer?
- 6) What do you think of the Council's recruitment pack / how easy is it to complete / relevance of questions?

PARTICIPANT PERCEPTIONS

Brighton & Hove was perceived to be **a more accepting city** within the Sussex County but this did not mitigate the very apparent **lack of representation** that runs through the civic institutions. A question was asked as to **what policies BHCC have in regard to gender, recruitment and equalities** as these were not widely known or people informed. One participant wanted **more of the equalities statistics to be made available**.

One participant felt that the available **training for staff and ongoing staff development** needed to be publicised widely so that prospective applicants know it can be accessed. The focus group participants felt that **no response after applications** was not an unusual occurrence and so did not feel that the Council application process was supportive of speculative applications. There was a **general lack of awareness** of Council opportunities and felt that advertisements should be displayed in a **variety of media i.e. BHCC website, Gum tree, The Argus, shop windows**.

The general consensus was that it was **not easy to get a job in BHCC** and the Council need to have a **clearer answer as to 'How to apply for a vacancy at BHCC?'** The participants also felt that the vacancy **Job Descriptions (JD's) and Person Specifications (PS's) are quite long** and so can be off-putting to people wanting to apply for certain roles, there is no evidence that this is not the case for anyone who might apply for certain roles. This discussion then led onto the perception that overseas qualifications were not valued by the council and there was quite a lot of concern around **peoples' qualifications and their equivalence** on the

qualification framework. Are these comparisons made? Do the recruiters actually check for parity?

PARTICIPANT EXPERIENCES

Internal applicants for external post. One participant recounted how they had made an external application for a vacancy only to be told that the post was really targeted at internal candidates and their assumption was that this was taken as a rebuff due to their foreign sounding name.

Feeling that jobs are not well advertised. Three-quarters of the participants felt that vacancies were not well advertised and were targeted at the 'groups' (read Whites) that the Council really wanted to employ.

Good experience rare with agencies /not positive engagement. Another participant felt that the use of agencies to recruit employees left them at the mercy of individuals who could discriminate against them even if the Council was not and so BHCC were tainted by association.

Jobcentre experiences generally not good. Even though participants were aware BHCC vacancies can be found at the Jobcentre. A good number stated that vacancies were now posted on the Jobcentre Plus+ (JCP+) website (CV library) and they did not really value the level of support given by their JCP+ advisors.

A past negative experience has coloured my view. One participant who had been employed by BHCC on a work placement was not subsequently employed but had been led to believe this would happen. The experience seemed to underline the perceived bias in who the Council prefer to employ.

BHCC staff don't seem culturally competent. Participants all stated that the customer service they received when engaging with frontline Council staff did not reflect an understanding or desire to make BME individuals feel welcomed – "imagine what it must be like to work with them..."

The organisational culture needs to change. The participant who worked at the Council on a work placement stated that it was often uncomfortable trying to engage with other staff members on a social level as some staff did not seem to know how to talk to them outside of work related issues.

- **BARRIERS** Overseas qualifications are not respected – People often have to get their home qualifications translated / accredited to British type qualifications.
- Overseas experiences gained not recognized – Experience gained overseas does not seem to be valued as much as experience gained in the UK.
- Not employing 'foreigners'- One of two participants anglicised their name so that they could get past the shortlisting stage.
- Level of job available – The type of jobs people are offered / have to accept are often at lower levels to the qualifications they possess.
- High level jobs not offered to BME individuals – Very few BME staff operating at Senior Manager or higher levels compared to those from other protected

characteristics.

- Not treated as equal – ‘Positive’ discrimination or being ‘tolerated’ impacts on self-esteem and applicants feeling of worth.
- Wasting my time – Being encouraged to apply for jobs that there is no serious prospect of being recruited to.
- Targeted Jobs at BMECP – Perpetuates the stereotype of special roles for people who couldn’t get a job otherwise.

FEEDBACK

- **No C.V’s – Application form to be filled.** The majority of participants felt that questions asked on the form did not enable them to adequately outline their experience and would prefer to send a resume of their past roles to fully demonstrate their suitability.
- **People don’t like filling forms-online.** Lack of practice in filling in timed online forms meant that people were sometimes daunted by having to fill online applications. “We normally like to print the form so we can think about what is being asked...”
- **Application forms not filled ‘correctly’ rejected.** Participants felt that the lack of feedback or being rejected was due to the forms not being filled in correctly and led them to surmise that this was part of the application process.
- **Language use can vary and impacts on how people fill forms.** The lack of understanding to use nuanced or technical jargon by BME individuals led to the perception that they would be disadvantaged when applying for vacancies.
- **How can you get experience to improve Job Prospects?** Half of the participants aiming for ‘low level’ jobs felt that the Council needed to offer work placements to give people the opportunity to gain on-the-job experience that would increase their prospects when applying for Council vacancies.
- **People believe that ‘Race’ plays a big part in view of Council.** Negative stories about people’s past experiences at the Council are still circulating within the BME community and this feeds into people’s perception of who the Council prefers to employ.
- **Lack of uniform approach to diversity across Council Departments.** The participants felt that the Council were fulfilling their duties with some ‘protected characteristics’ but not others.
- **Training to be made available to support applicants.** All participants felt that regardless of their race, BHCC should run community training (Job Fairs, information stalls, etc.) to sensitise people on how to apply for work at the Council and coaching to new and prospective applicants.
- **The overriding perception is still that the Council is racist.** Progress made on resolution of outstanding discrimination cases and disputes (not sub judice) needs to be communicated more widely to counter the negative speculation that occurs when information is mis-communicated.
- **No gender/culture specific support available/balance evident.** All participants felt that the efforts BHCC are making and the work they are doing to address inequality within their organisation needs to be better communicated as this in itself would encourage more BME individuals to apply for vacancies.

FEEDBACK FROM DISCUSSIONS

“Not being from here..!”

The BME Community are a scattered community across the city so they rarely have the opportunity to share experiences in an informed way. Many BME participants sometimes feel out of place when engaging with services and organisations despite having been in Brighton & Hove for up to 20 years. They would like people to engage with them knowing that ‘people are people’ and that they have the right to be here too.

There are a lot of mixed race/heritage relationships and this means that females in particular have to choose to suppress part of themselves to fit in to the ‘dominant’ culture. This is never really an issue in the BME community in general. Participants are keen on more openness in conversations but this is seen as other people’s problems if they have an issue.

BME people try to adapt. They have to play some different roles to fit in to the dominant culture. This is evident in that it is generally understood by people that the ‘White’ population don’t take criticism well so rather than dealing with conflict and resolving it so that people can move forward; issues remain as ‘elephants in the room’.

In understanding and conversing about work it is not just about BME developing the confidence to speak the language but to understand the nuances of the culture of work and everyday English. One participant recalls being repeatedly asked to repeat a word even though they were speaking quite clearly.

“When we do apply...”

Often BME people report that after they attend an interview feedback doesn’t reflect what people need to know and the soft skills that are expected. Things that you need to know – the subculture and expectations within the role. BME people also need to get more confidence about operating within this British (read White) system.

The participants had an overwhelming view that in general and that on past experience BHCC has shown that employers seem to want to employ people who look like them and use ‘language’ in the same way as them.

A few BME participants stated that even though you are qualified (over qualified especially in your profession) for advertised positions, you are offered roles at a lower level / pay scale. “You may have the degrees and experience, but do you have your own broom!”

Across the city there is a lack of training to convert experience and qualifications into transferable skills. This is added to the prohibitive cost of converting your

professional qualifications to be comparable to those on the British Qualification framework (APEL).

There is often no opportunity to discuss vacant positions with the advertiser to gain a sense of if BME applicants can apply for jobs and the essential and desirable criteria to be used in assessing applications.

The participants felt that the majority of the jobs that are offered are not aimed at BME candidates and their career aspirations. This is further illustrated by the BHCC website not seeming to offer jobs that people want to do; how positions are pitched.

“If you get the job...”

The positions that are vacant don't seem to incorporate flexible working or 'job share' options. 'Investors in People' and 'Positive about Disability' symbols would also give people a sense about the 'soft' message the Council is communicating.

The participants felt that within BHCC there was no indication of what opportunities for training and skills upgrading were available as well as 'Mentoring Schemes' available to new recruits. This communicates the Council's desire to be 'Employers of Choice'.

Whilst in the job, participants felt that in order to overcome staff entering 'cold' work environments, support needs to be made available to integrate staff into the office culture and induct staff not just professionally but also into social interactions.

“The recruitment process...”

Social Stratification undermines how overseas qualifications are viewed and the BME participants felt that this was reflected in the issues they face when detailing them or presenting them for inspection to potential employers. (British qualifications are best!)

It was suggested that the BHCC look at how recruitment is carried out in other countries and how application forms inform and solicit information from applicants. On the whole the process of applying for vacancies at the Council is perceived by the BME participants as not open enough to encourage them to apply and coupled with the general trauma of looking for work would be avoided in order not to dent confidences further.

BME and DISABILITY

Some roles need to enable applicants to work just 16 hours as this will then not compromise existing commitments and not overwhelm new entrants to employment.

Generally people felt that jobs were not really aimed at them and that there is an unwritten / unspoken rule that they are not really looking for BME applicants and

prefer people who are born here (in this country). Again, people felt that as men they are last in the 'queue' after female, LGBT then disabled candidates.

One participant recalls handing in his CV and since then not hearing any feedback and in particular, not offered a job. He has been made a BME Learning Disability (LD) Champion but this has not materialised into any role or position and on reflection was just 'lip service'. More support is required for people with LD such as problem solving, extra advice and form filling. This tends to make employers not feel inclined to offer these people jobs (two ticks!)

People see it hard to apply for jobs at the Council as the information about any opportunities is not widely available. The extra information required on the application form means that it needs to be redesigned as the space in the boxes is not adequate. Online forms are much easier – although here you run the risk of being 'timed out'.

The equalities section needs to enable people to self-define better; possibly use the simplified version with emoticons. The other form is too 'scary' where you have to give all the information that is not deemed necessary.

Conclusion

Brighton & Hove City Council is not just an employer of people delivering its local services. It is a very visible large employer of local people; and people from local communities who are not represented amongst its workforce will feel this exclusion acutely and question the democratic values of a council that presents itself in this way. A commitment from the BHCC HR team to work collaboratively with BME communities and local organisations might be a possible way for local populations to be reflected in the workforce.

A more diverse workforce can provide better information, engagement and insight on the local needs of minority groups, and without decisive action on BME recruitment, further disillusionment with the Council could set in among Black and Minority Ethnic Communities. BHCC should offer pre-recruitment support, provide help for potential staff with overseas qualifications, and consider using staff from Minority Ethnic groups to provide specialist services for clients from their own community.

Black and Minority Ethnic job applicants are a diverse group of individuals from a wide range of geographical origins, ethnic communities and cultural backgrounds. They encompass newly arrived and settled individuals, Black and white students, asylum seekers and UK born ethnic minorities. The diversity of BME individuals therefore makes generalisations difficult. However, despite the differences between them this consultation has highlighted that there are a series of factors that are common to many BME applicants.

BME individuals in particular face language problems, challenges due to cultural differences, unfamiliarity with British culture and potentially greater personal and social challenges. For many BME individuals, the spectre of racism is a real

experience. Many of these challenges and negative perceptions come to the surface in their applications for work.

Despite the challenges that many BME individuals face, they bring many positive qualities and a richness of experience to the work place. The Council do provide very good support to BME staff but the feedback suggests that more needs to be done to respond to the needs of BME applicants. There may also need to be some fundamental changes in attitude and approach in working with BME applicants.

These may include: recognising the diversity of BME applicants; a generic and tailored approach to staff support; taking a strengths based approach to staff learning; actively challenging discrimination on a personal and institutional level; implementing a more multicultural approach to recruitment panels; utilising and improving support systems and services language support, mentoring etc.; making recruitment strategies and placement opportunities more culturally sensitive; and taking marked action to recruit more BME staff.

Recommendations

The setting of targets for monitoring information strategically as a basis for human resources planning was not well developed in terms of BME recruitment, retention and satisfaction outcomes, with a marked and inadequate analysis and use of data to inform their planning.

1. When asked what was needed to improve the quality and comprehensiveness of staff and other ethnic monitoring data requirements, participants suggested:

- More encouragement from senior staff and leaders to ensure Equality & Diversity (E&D) were not just policy but formed part of ‘living our values’;
- More training and communication of the understanding of why the data has to be collected and how it was going to be used in a “*positive*” way;

2. It was recommended by participants that the most common steps that the Council can take to attract and recruit BME staff are;

- Having a standard statement in all advertisements welcoming applications from ethnic minorities
- Including positive messages about diversity in Council mission statements, recruitment packs and other promotional literature

3. HR teams should continue to be trained and briefed on the importance of collecting Equality & Diversity data and details from employees.

- HR should make time to talk to all staff about the benefits of disclosing equality data, clearly explaining issues such as confidentiality and how the data will be stored.
- They should be transparent about staff profiles to encourage under-represented groups to apply for vacancies.

4. HR should develop appropriate methods to collect and monitor equality data accurately; (data monitoring should include recruitment, promotion, training and staff leaving).

5. HR should take the lead in ensuring that;

- Systematic action planning takes place that is based on the effective use of race-related data on staff recruitment and staff progress
- Target setting in relation to all aspects of staffing is established and monitored
- Methods for assessing and monitoring the impact of policies on the diversity of staff recruitment and selection are established

6. HR should constantly review Council recruitment policies and marketing materials, explore and try out innovative and cost effective approaches to attract people who are under-represented.

7. HR and Council department Heads should develop strategies that will enable closer working with local communities at all levels of the organisation.

- This should include developing partnerships and collaborative activities with under-represented groups and key organisations to attract staff from diverse backgrounds.

8. HR and Council Department Heads should promote an organisational culture that encourages staff to value diversity; acknowledging and supporting the celebration of cultural events even where the staff population does not necessarily reflect that culture or ethnicity.

9. In order to demonstrate a commitment to diversifying the staff workforce at all levels, HR and Department Heads should provide professional development opportunities and positive action initiatives including mentoring, coaching, job-shadowing through organisations such as the Black Leadership Initiative and NCBI positive Action programmes.

To see the council's response to these recommendations please click here

RECRUITING A DIVERSE WORKFORCE - PRACTICAL TIPS

TARGETED ADVERTISING

- ✓ Allocate time to researching the demographics of local communities;
- ✓ Target staff recruitment initiatives in the local neighbourhoods with more BME communities;
- ✓ Include a standard statement in all advertisements and promotional material welcoming ethnic minorities and other under-represented groups
- ✓ Develop a system where staff are supported to go into local community groups to showcase BHCC
- ✓ Advertise in alternative media most likely to attract BME applicants – talk to BME staff or local community groups to identify relevant sources
- ✓ Promote the Council as a potential employer in communications to carers, parents of BME and other learners and other stakeholder organisations using traditional methods (e.g. leaflets included in standard letters) and online communications (e.g. web page)
- ✓ Consider other ways of reaching BME and other under-represented communities. Talk to BME staff and where appropriate learners, carers and parents to identify these sources
- ✓ Use BME and other E&D networks (Network for Black Professionals, E&D Network, local mainstream colleges and Universities BME staff groups)

RECRUITMENT

- ✓ Use monitored data and staff information to inform recruitment and selection planning – set challenging BME staff recruitment targets
- ✓ Consult with existing BME staff to identify ways of reaching under-represented communities specifically and discuss ways of improving the recruitment and selection process
- ✓ Include positive messages in all Council mission statements, recruitment packs and promotional material
- ✓ Where there is a higher number of BME communities, consider including welcoming messages in relevant community languages
- ✓ Offer internal pre and post-entry training and development opportunities in specialist support where BME staff are under-represented – allow time for HR or other relevant staff to seek out funding opportunities which might support this
- ✓ List the publications that are used to advertise jobs, on the Council website – make sure and include alternative media that you are using to attract BME applicants.

BHCC commissioned TDC to undertake this work November 2014 – April 2015.

Report written by David Pinder, April 2015.

BME Communities Development Worker



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Appendix I



BRIGHTON & HOVE CITY COUNCIL HR RECRUITMENT EVENT

Are you from the Black Asian or Minority Ethnic Community?

Your Council needs you!!



- HAVE YOU EVER WANTED TO WORK FOR THE COUNCIL?
- HAVE YOU EVER APPLIED FOR OR BEEN REFUSED A JOB BY THE COUNCIL?
- WOULD YOU WANT TO WORK FOR THE COUNCIL?

There are opportunities for employment at the Council. Want to know how?

Come to the Millwood Community Centre, Turner on:

Saturday 21 February 2015 at 3pm.

To find out more contact David on 07475 517 979

Appendix II

BME Recruitment Key Questions

How do you view the Council's current approach to the recruitment of BME workers?

What has been your / family / friends' experience of the Council's recruitment process?

What do you consider are the barriers / issues you found in applying for a job within the Council?

What would make a difference in the recruitment process that would attract you to apply for a job?

How is the Council viewed as an employer that would encourage you to apply for a job in preference to another employer?

What do you think of the Council's recruitment pack / How easy is it to complete / relevance of questions?

Consultation venues / dates

05/12/14: BME Men's Health Event – BMECP

30/01/15: BME Recruitment Event – BHCC Council Offices, Bartholomew House, 3rd Floor Conference Room @ 12 noon – 3pm

10/02/15: BME Anchor Groups meeting – Millwood Centre, Tarner @ 3pm -5pm

13/02/15: Multi-cultural / Asian Engagement – St. George's Hall, Moulsecoomb @ 3pm -5pm

17/02/15: BME Health and Wellbeing Event – Shae Shae / Barbershop, 50 Queen's Road, BN1 3XB @ 7pm - 9pm

20/02/15: BME Men's Health Event – BMECP @ 7pm -9pm

23/03/15: BME Health and Wellbeing Event – BMECP @ 10.30am – 2pm

This is not an exhaustive list but an indication of what may be possible between the two dates listed.

Appendix III

BHCC RECRUITMENT CONSULTATION ENGAGEMENT PLAN

Actions and Purpose	Timescale
<p>The Council's proposed approach:</p> <p>Was tested out at the Community & Voluntary Sector event in September and was well received and supported. It's aims are:</p> <ul style="list-style-type: none"> • to come into the community and have a conversation about the Council as an employer in the city • listen to members of BME communities and seek to understand what are the blockers and opportunities to open up recruitment and reflect the council as a career pathway for minority groups in the city. <p>To help us....</p> <ul style="list-style-type: none"> • understand how we can engage well with community groups • what would build trust • develop an action plan. 	
<p>Meeting between Head of HR, TDC and representatives of the Council's BME Workers' Forums to agree the details of the community engagement work including the number of focus groups to be held and the focus group questions to be asked. Focus group questions to be signed off by Head of HR.</p>	<p>November 2014</p>
<p>Organise and run a series of 5 to 6 focus groups with a maximum of 10 participants. TDC will recruit to the focus groups and include representation from HR and other nominated personnel. The recruitment process will need to ensure take up from different BME communities and across a range of age groups, gender, sexuality, ability and will include those that are economically active as well as those who are looking for work.</p>	<p>January to February 2015</p>
<p>Key findings of the focus groups to be analysed and compiled into a report, including proposed recommendations for action, by TDC with the support of HR.</p>	<p>February 2015</p>
<p>Recommendations to be discussed internally with HR and agreed</p>	<p>February to April</p>

actions developed.	2015
An agreed feedback forum to be organised and held as part of a wider BME engagement event in the city. TDC would facilitate this forum at which the Head of HR and HR members of staff will feedback on the actions taken in response to the recommendations. Focus group members would be automatically invited but the event would also be open to the wider BME communities.	Date to be agreed with TDC, HR and Communities, Equality & Third Sector Team between April and September 2015
TDC will compile a report from the event for the Council.	One month after event
A meeting to evaluate progress made in the first year will be held and actions to be taken in year 2 will be agreed.	Latest September 2015
Further focus groups and areas of work to focus on to be agreed by TDC and HR.	September 2015
Hold further focus groups.	October to December 2015
Key findings of focus groups to be analysed and a report including recommendations to be compiled by TDC with support of HR.	January to February 2016
Hold second annual event to give overview of changes made and highlight changes in employment statistics of BME people within the City Council	April 2016

Appendix IV

EQUALITIES MONITORING FORM	
Name of Service:	BHCC HR Recruitment Focus Groups
Organisation:	Trust for Developing Communities (TDC)
Service Number:	
Data Period (please indicate):	January / February Year: 2015
Name of person completing this form and contact details:	David Pinder - davidpinder@trustdevcom.org.uk
Total Number of Service Users Completing Form:	21
Section 1: Age, Gender, Sexual orientation, Religion & Beliefs	
Age	Total
Under 18	0
18-64	18
65 or over	0
Prefer not to say	3
Gender	Total
Male	9
Female	12
Other (state below)	0
Prefer not to say	0
Identify with gender assigned at birth - Y	19
Identify with gender assigned at birth - N	0
Other gender stated:	
No Response	2
Sexual Orientation	Total
Heterosexual/ Straight	18
Lesbian/ Gay woman	1
Gay man	0
Bisexual	0
Other (state below)	0
Prefer not to say	2
Other sexual orientation stated:	
No Response	0

Religion or belief	Total
I have no particular religion	6
Buddhist	0
Christian	6
Hindu	2
Jain	0
Jewish	0
Muslim	6
Pagan	0
Sikh	0
Agnostic	0
Atheist	0
Other (state below)	0
Other philosophical belief (state below)	0
Prefer not to say	1
Other religion or belief stated:	
Alevi	0

Section 2: Ethnicity	
White	
	Total
English/Welsh/Scottish/Northern Irish/British	0
Irish	0
Gypsy or Irish Traveller	0
Any other White background	0
Asian or Asian British	
	Total
Bangladeshi	1
Indian	2
Pakistani	0
Chinese	0
Japanese	1
Any Other Asian background	0
Sri Lankan	1

Black or Black British		Total
African		7
Caribbean		2
Any other Black background		1
	Egyptian	0
	Sudanese	0
	Ethiopian	0
Mixed		Total
Asian & White		1
Black African & White		0
Black Caribbean & White		2
Any other mixed background		0
Other ethnic group		Total
Arab		0
Any other ethnic group		2
	Kurdish	0
	Turkish	0
	Yemen	1
	Mediterranean	0
Prefer not to say		Total
Prefer not to say		0
Section 3: Health Conditions, Carers, Armed Forces Service		
Health Conditions: Day to day activities limited?		Total
Yes a little		6
Yes a lot		1
No		13
Prefer not to say		1

Health condition or Disability	Total
Physical Impairment	1
Long-standing Illness	1
Sensory Impairment	0
Mental Health Condition	2
Learning Disability/Difficulty	0
Developmental Condition	0
Other (state below)	1
Prefer not to say	0
Other health conditions stated:	
Feeling Unwell	0
Back Pains	1
Are you a Carer?	Total
Carer - Yes	4
Carer - No	16
Carer - Prefer not to say	1
Carer - who for?	Total
Care for a Parent	3
Care for a Child with Special needs	0
Care for Other family members	1
Care for Partner/spouse	0
Care for a Friend	0
Care for Other (state below)	0
Other person cared for stated:	
Armed Forces Service:	Total
Currently serving in the UK Armed forces	0
Have ever served in the UK Armed Forces	0
A member of a current or former serviceman or woman's immediate family/household	0
END OF FORM	