

Subject:	Equality & Inclusion Strategy Progress Update		
Date of Meeting:	9th January 2018 and 22nd January 2018		
Report of:	Executive Director for Neighbourhoods, Communities and Housing		
Contact Officer:	Name:	Sarah Tighe-Ford	Tel: 01273 29 2301
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Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The council's Equality & Inclusion Strategy was adopted by council in January 2017. The strategy addresses key priorities and city issues from the Corporate Plan 2015-19, and draws on the recommendations of the 2016 Fairness Commission and Equality Framework for Local Government (EFLG) peer assessment of the council in September 2016.
- 1.2 The strategy describes the council's equality and inclusion vision our corporate objective to promote, facilitate and deliver equality within the council and in the city. This ensures that the council meets its legal obligation under the Equality Act 2010: for the local authority to set a minimum of one measurable equality objective. .
- 1.3 Five areas of focus have been defined within the strategy to help the council's meet its objective. Under each area of focus the improvements we are seeking are described along with the actions we will take to achieve the improvements. Our objective is: To achieve excellence in our equality practice, as measured by the Equality Framework for Local Government, by 2020. Our areas of focus are:
1. Open and equitable services
 2. Inclusive employer
 3. Services that understand our diverse population
 4. Strong and fair leadership
 5. Effective partnership working to reduce inequality

Appendix A provides a very high level summary of the action we have and will be taking between 2017- 2020 to deliver the strategy and take the council from its 2016 EFLG assessment of 'achieving' to 'excellent' in its re-assessment in 2020. Not all actions could be progressed simultaneously and therefore they were prioritised across the time period.

- 1.4 When NICE Committee members agreed the strategy and recommended it to full council, they also instructed officers to provide an annual update to this

committee on progress on the actions identified within the strategy to achieve 'excellent'. This report is the first annual update on the first year priorities.

2. RECOMMENDATIONS:

- 2.1 That committee members note the contents of this report and the updates against the Equality & Inclusion Strategy objective and commitments.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The Strategy is a three year plan to enable the council to attain 'excellent' in the Equality Framework for Local Government in 2020. Actions have been identified and prioritised for 2017 and 2018 that will help us move to excellent (see Appendix A for summary). This report updates on progress of the actions prioritised for 2017. Appendix B provides full details of all the actions undertaken in 2017 and provided below is one example from each of the five areas of focus.

- 3.1.1 **Inclusive Employer 1. We will continue to implement the Workforce Equality Action Plan (WEAP), monitor and report progress against its aims to the workforce and wider community and respond to where we are not achieving:** There has been a focus on using recruitment and selection data to identify where barriers may exist in the council's processes and acting to remove or reduce these. Actions include development and use of positive action statements and providing guidance on how to apply and examples of strong applications. Appendix D is a chart showing progress against workforce diversity targets between 2013 and 2017.

- 3.1.1.1 **Case Study on the use of positive action in the recruitment of Children's Social Workers:** The positive action initiatives employed as part of the advertising campaign for these jobs resulted in a significant increase in the proportion of BME applicants (26.6%) compared with previous recruitments where positive action had not been used (c. 12%) and in the number of BME new starters. BME applicants for these posts were also more successful in being shortlisted for interview (33.85%) and fared slightly better in securing job offers (7.7%) when compared with this group's success rate when applying for permanent council vacancies across the whole council (21.5% and 7.1% respectively). Similarly positive results were observed in respect of disabled applicants. Not only did the positive action lead to a noticeable increase in the proportion of disabled applicants (7.4% compared with 4.6% for non-school council vacancies) but they fared as well as their non-disabled counterparts in securing job offers (22.2% compared with 22.5% for non-disabled candidates). When looking at non-school vacancies as a whole, disabled applicants were less successful in converting interviews into job offers (12.8%) compared with their non-disabled counterparts (13.8%).

- 3.1.2 **Inclusive Employer 2. We will introduce our new behaviour framework, which will be supported by a range of tools and opportunities for discussion for staff and managers, including short courses, toolkits, guidance and e-learning:** In November 2017, for the first time, the performance of senior managers within the top 4 tiers of the organisation was rated and moderated, in line with the new Behaviour Framework. Performance was assessed against a range of corporate indices as well as key behaviours by using 360° appraisal feedback from colleagues. This methodology provides a

more effective and robust tool for identifying individuals' development needs than had been the case previously. The implementation was supported by a leadership development programme to ensure that senior managers were equipped to use the framework effectively when carrying out 1:1 meetings and PDP reviews with their staff. It is intended to roll out the Behaviour Framework to all remaining managers in 2018.

- 3.1.3 Inclusive Employer 3. We will introduce new methods of assessing performance and improve rates of PDP completion and the standard of PDPs:** Senior manager performance will continue to be assessed using SMART objectives, a suite of corporate indices that includes the results of 1-2-1 and PDP completions and personal modelling of behaviours as measured by 360° feedback. In the spring of 2018, the behaviour framework will be rolled out to all staff and behaviours will form part of every member of staff's PDP.
- 3.1.4 Inclusive Employer 4. We will increase awareness of policies and procedures, targeting interventions and support where data suggests policies are being applied inconsistently:** HR has recruited 10 employees as volunteer workplace mediators to provide additional capacity to help employees resolve conflict in working relationships informally without the need to resort to formal procedures. Training was provided by the B&H Independent Mediation Service. Initial results are encouraging: in the 4 cases so far where mediation has been used, all have been successfully resolved thereby obviating the need for the employee to raise a formal grievance.
- 3.1.5 Open and equitable services 1. We will ensure that we better monitor outcomes and can demonstrate how our actions are leading to improvements:** There are 6 directorate plans with a total of 234 actions delivering 37 Directorate Objectives. This year it is mandatory for each Directorate Plan to include two equalities related actions, one focused on staff and one on service-users. These two actions are supported by specific activities across services. Progress against these actions are the only part of Directorate Plans that are reported publicly (annually) as part of our public sector equality duty (Equality Act 2010). ELT and DMTs also review these reports.
- 3.1.6 Open and equitable services 2. We will move more customer contact from unstructured emails to an online form and embed gathering of equalities information:** There has been an increase from 15% of all complaints being submitted by web form (where people are given the opportunity to provide equalities monitoring info) in November 2016 to 30% in November 2017. In the coming year all webpages will be reviewed with the aim of further increasing that percentage of contact.
- 3.1.7 Services that understand our diverse population 1. We will make more of the data we have. We will analyse it so it informs service planning and delivery; helps us identify who is and is not accessing our services; and to identify who could be getting more from them:** The Joint Strategic Needs Assessment now needs to meet short term challenges (such as informing the CCG's annual business cycle) as well as longer term challenges (such as supporting the vision for 2030). The review of the JSNA is to ensure that it supports local commissioners, strategists and policy makers in a timely and flexible manner. Priorities identified are: gaining increasing ownership and use of

the JSNA, reviewing the number and format of JSNA summaries, incorporating assets as well as needs, and improving promotion of the JSNA across the city. The 2-year JSNA programme will be signed off in March 2018.

3.1.8 Services that understand our diverse population 2. We will work more closely with the faith sector to ensure we hear from people of all faiths and none: Since July 2014, the council (via the Third Sector Commission and with the CCG) funded Community Works (CW) to build connections between faith organisations and the wider voluntary and community sector. CW set up a working group of 8-12 faith leaders drawn from the Christian, Jewish and Muslim faiths to advise and help to prioritise work in this area. The group meets regularly to oversee and develop an action plan for the work. A representative from the Communities, Equality & Third Sector team attends these meetings and a funding information session has been run by the team, specifically for faith groups.

3.1.9 Services that understand our diverse population 3. We will continue to work with residents, partners and others to identify and complete needs assessments on different groups so that we keep an up-to-date picture of the city's populations: The needs assessment (NA) programme being carried out in Brighton & Hove provides an evidence base for use by service providers and anyone else who is seeking to improve the lives of different communities who live here. All include equality data and engagement with relevant equality groups. Specific examples in 2017: International Migrant NA; Adult Advocacy NA; and Self-harm (Children and Young People) NA.

3.1.10 Strong and fair leadership 1. We will continue the Budget EIA process so that all decisions about budget proposals are informed by due regard to their impacts: As in previous years, Budget EIAs have been completed on all proposals that have a possible impact on service-users, considering what the effects may be on people in relation to their protected characteristics. The cumulative impact assessment has not yet been completed, but the vast majority of impacts identified for the 2018-19 proposals are rated at 3 or below (5 being the highest) and only one is rated higher, at 5. Mitigations for the effects are also identified, monitored and reported annually to NICE.

3.1.11 Effective partnership working 1. We will continue to identify opportunities for working with partners across the city to share information, use all our skills most effectively and act on what local people from all the city's communities tell us: The cross-sector, city-wide Equality & Inclusion Partnership (EquIP) takes the lead on equality topics, under Brighton & Hove Connected. There are currently two main sub-groups:

- **Trans sub-group:** The group oversees progress against the recommendations of the Trans Needs Assessment (TNA). Topics covered include: the accreditation scheme ('kitemark') for GP surgeries, chemists and possibly shops, leisure centres; monitoring gender identity to explore good practice and identify improvements; health provider updates on local and national provision for trans people.
- **City-wide activity to diversify the public sector's workforce profile:** A proposal is being developed for a city-wide post to lead, develop and co-ordinate activities and learning to increase diversity of staff across the

city's public sector, ensuring that staff throughout each organisation better reflect the city demographic profile.

3.1.12 **Other work, contributing to the achievement of the stated objectives:** ELT members have taken on roles to support each of the Workers' Fora, working with them on priorities and to increase staff awareness of these networks that provide support, share experiences and provide a perspective on the development of policies and processes. One outcome of work is that a new system has been established to review requests for reasonable adjustments made by disabled staff where these are complex or have taken time to resolve. Premises, Workstyles, HR and any other relevant team review these requests and speedily identify a resolution

3.2 Priorities for 2018 are outlined in Appendix C and cover all the remaining objectives and commitments not begun in 2017. All work is ongoing and will continue through to the planned Equality Framework for Local Government external peer assessment in 2020.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 There are no alternatives: the council is required in law (the Equality Act 2010) to produce a minimum of one equality objective and to report on progress against it. The Equality & Inclusion Strategy defines and describes our objective and this report, along with the public reporting described above, fulfil our legal duties.

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 There was a period of consultation to inform the Equality & Inclusion Strategy. Engagement will continue through the annual public update and also as appropriate to the delivery of the individual components of the strategy.

6. CONCLUSION

6.1 The Equality & Inclusion Strategy enables the council to articulate its equality goals and ambitions, meet its legal duties and address areas for development identified in the 2016 Equality Framework for Local Government external review, in preparation for re-assessment in 2020.

6.2 This report describes progress thus far and indicates that work is on track, with more specific projects and activities planned for 2018.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 There are no direct financial implications arising from the recommendation made in this report.

Finance Officer Consulted: Michael Bentley

Date: 21/12/17

Legal Implications:

- 7.2 There are no legal implications arising from the recommendation to note in this report.

Lawyer Consulted:

Elizabeth Culbert

Date: 10/01/18

Equalities Implications:

- 7.3 All equality implications are addressed within the body of this report.

Sustainability Implications:

- 7.4 None in this report.

Any Other Significant Implications:

- 7.5 None

SUPPORTING DOCUMENTATION

Appendices:

1. Appendix A: Equality & Inclusion Strategy Actions 2017-2019
2. Appendix B: Equality & Inclusion Strategy Actions 2017 – progress update
3. Appendix C: Equality & Inclusion Strategy Actions 2018 - planned
4. Appendix D: Progress against workforce targets 2013-17

Documents in Members' Rooms

1. None

Background Documents

1. [Council's Equality & Inclusion Strategy](#)
2. [Brighton & Hove City Council Equality Peer Challenge Re-accreditation of the Equality Framework for Local Government 28th – 29th September 2016](#)

*Any of the implications listed below can be included in the body of the report under the heading **Any Other Significant Implications** and especially where they have a significance that should be drawn to Members' attention. Otherwise list them here in appendix 1 or state that there are 'None' under the heading in the report and delete this appendix and upload any relevant appendices to the report.*

Crime & Disorder Implications:

[Consider the effect of the proposals on the council's duty to prevent crime and disorder].

1.1

Risk and Opportunity Management Implications:

[Set out how risks and opportunities have been assessed and details of any risk management actions planned]. Contact: jackie.algar@brighton-hove.gov.uk

1.2

Public Health Implications:

[This section should reflect the council's commitment to improve Public Health and Wellbeing and to Reduce Inequalities across the city - [health, equalities & wellbeing tool kit](#) is available to help report writers complete this section].

There are naturally some overlaps with the Equalities and Sustainability sections. Consider the effect of the proposals on the council's duty to promote the public health and wellbeing of people in its area.

1.3

Corporate / Citywide Implications:

[Set out how the proposals support the council's priorities and their effect on other services, other agencies and the city as a whole].

1.4

