

Equality & Inclusion Strategy 2017 Actions – Progress Update

2017 Action	Update
<p><b>1. Inclusive employer</b></p>	
<p><b>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</b></p>	<p>The WEAP has four areas of focus. These are:</p> <ul style="list-style-type: none"> <li>• Workforce Data &amp; Analysis;</li> <li>• Recruitment &amp; Retention;</li> <li>• Workforce Development &amp; Engagement; and</li> <li>• Policies.</li> </ul> <p>Reports highlighting progress made against the Action Plan are considered by PRG Committee annually. The progress report on Year 4 of the WEAP was considered by Committee in July 2017.</p> <p><b>Key work, by area of focus, included:</b></p> <p><b>Workforce Data &amp; Analysis</b></p> <ul style="list-style-type: none"> <li>• Producing and publishing the third annual Workforce Equalities Report. This report sets out a comprehensive analysis of the council’s workforce and recruitment data in 2016/17. It not only fulfils the council’s Public Sector Equality Duty under equality legislation but also enables the council to understand the impact of its employment policies, procedures and practices on our staff. In particular, it enables us to identify any differences in outcomes for different staff groups. This insight is then used to inform work activity under the WEAP to address any adverse impacts identified.</li> <li>• Revising the council’s workforce target for disabled staff from 7.5% to 8% in 2016/17 in response to the council achieving the original target during the preceding year. The Chart at Appendix D shows the progress the council has made towards achieving its workforce targets for protected groups since 2013.</li> </ul> <p><b>Recruitment &amp; Retention</b></p> <ul style="list-style-type: none"> <li>• Improving the council’s jobs site to make it easier for applicants to navigate and find important information on how to apply for jobs;</li> <li>• Strengthening the diversity messaging throughout the jobs site;</li> <li>• Streamlining our recruitment process to make it easier for applicants to apply for jobs; and</li> <li>• Using positive action as an integral part of specific recruitment campaigns to attract more applicants from groups under-represented in our workforce.</li> </ul>

### **Workforce Development & Employee Engagement**

- The primary focus has been on finalising the council's new Behaviour Framework. It has been designed to support culture change by ensuring that when assessing and managing staff performance, managers place as much emphasis on how their staff go about achieving their objectives as on what they actually achieve.
- Nearly 200 individuals including council staff, the Workers' Forums, representatives from the council's partner organisations and members of local community groups contributed to the development of the framework by providing over 2,400 desirable behaviour statements. These were then rationalised and refined to create the final framework which was launched, initially to the top four tiers of management, in March 2017.

See 'Inclusive Employer Objective 3' below for more detail on the behaviour framework.

### **Policies**

- A number of new and revised HR policies have been implemented. See Inclusive Employer Objective 4 below for more detail.
- Co-creating a scheme with members of the Workforce Equality Group (WEG) to use employees as independent observers on a number of recruitment activities each year to improve practice.
- Recruiting and training a number of employees as volunteer workplace mediators to provide additional capacity to help employees resolve conflict in working relationships informally without the need to use formal procedures.
- Developing a recruitment toolkit for managers to improve practice, particularly in relation to using positive action and raising awareness of unconscious bias in decision-making
- Revising the council's recruitment and selection skills workshop training to ensure it is fit for purpose

### **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 recruits.

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 but they fared as well as their non-disabled counterparts in securing job offers.

**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**

**Key work included:**

- **360° appraisal**
  - In November 2017, for the first time, the performance of senior managers within the top 4 tiers of the organisation was rated and moderated. 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 framework to all remaining managers in 2018.
- **Equality & Diversity learning and development:**
  - Reviewed the council's corporate equality and diversity elearning module to ensure it is fit for purpose;
  - Purchased a suite of videos to improve the impact of elearning, and also to support tailored training for staff. One of the modules purchased is aimed at staff and managers to raise awareness and understanding of unconscious bias in the workplace;
  - A 'package' of equality & diversity e-learning, based on some of the videos, has just been released to all staff, for completion by the end of March 2018. Accompanied by a guide for facilitators, the e-learning focuses on the topic of 'unconscious bias' and encourages discussion of how this can impact on our decision-making, both in relation to staff (eg: recruitment and selection) and also in relation to service-users.
  - The council's new learning management system (Learning Gateway) has improved the accessibility of elearning to all staff by making it available 24/7. It can be viewed on desktop computers, tablets/smartphones and laptops.

**3. We will introduce new methods of assessing performance and improve rates of**

**Key work included:**

- The performance of managers within the top 4 tiers of the organisation is assessed against a range of corporate indices, one of which is the completion rate of monthly one-to-one meetings and bi-annual PDPs. Data is provided to managers on a quarterly basis

<p><b>PDP completion and the standard of PDPs</b></p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• The roll out will be supported by elearning, managers' briefing packs and face-to-face training. Self-assessment tools will also be made available.</li> </ul>
<p><b>4. We will increase awareness of policies and procedures, targeting interventions and support where data suggests policies are being applied inconsistently</b></p>	<p><b>Key work included:</b></p> <ul style="list-style-type: none"> <li>• Finalising and launching a new policy to support trans employees in the workplace.</li> <li>• Finalising and launching a new policy to support employees who may be experiencing, or may have experienced in the past, domestic violence and abuse or sexual violence.</li> <li>• Developing, following a request from the Workforce Equality Group, a factsheet to raise managers' awareness and understanding of autistic spectrum conditions and to provide guidance on how best to support employees on the spectrum in the workplace.</li> <li>• Recruiting and training 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. Initial results are encouraging: in the 4 cases where mediation has been used, all have been successfully resolved thereby obviating the need for the employee to raise a formal grievance.</li> <li>• Re-designing the layout of the HR site on the Wave to make it easier for staff and managers to navigate and access information. One of the improvements involved creating a specific page showing an A-Z of all HR policies and procedures.</li> <li>• Publicising all new and revised HR policies and procedures to staff via the Wave and through payslip messages.</li> </ul>
<p><b>2. Open and equitable services</b></p>	
<p><b>1. We will ensure that we better monitor outcomes and can demonstrate how our actions are</b></p>	<p><b>Key work included:</b></p> <p><b>Corporate equality monitoring through directorate plans:</b></p> <ul style="list-style-type: none"> <li>• 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. They are:</li> </ul>

<p><b>leading to improvements.</b></p>	<ul style="list-style-type: none"> <li>○ Identify differences in access or outcomes for service-users relating to their legally protected characteristics and prioritise areas for action to remove or reduce inequalities in access or outcomes.</li> <li>○ Service managers will actively support the corporate aim of diversifying the workforce, recruiting and retaining staff from all the city's communities.</li> </ul> <ul style="list-style-type: none"> <li>● These two Directorate Plan actions are supported by Service Plan actions that details specific activities across services.</li> <li>● 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.</li> <li>● Updates against these actions are developed quarterly by the Equalities Business Partners, working with services and the Directorate Equality Groups, so updates are tailored to each directorate. Human Resources provide the relevant workforce data.</li> </ul>
<p><b>2. We will move more customer contact from unstructured emails to an online form and embed gathering of equalities information</b></p>	<p><b>Online data and equality analysis:</b></p> <ul style="list-style-type: none"> <li>● The primary focus of this work is customer feedback (complaints and compliments) which is part of the wider programme of moving high volume / simple service transactions as well as universal services online.</li> <li>● The intention is to gradually change the systems so that it is possible to gather all data on these forms, while still allowing alternative methods of contact for people who cannot access services online.</li> <li>● 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 16 to 30% in November 17.</li> <li>● In the coming year all webpages will be reviewed with the aim of further increasing that percentage of contact.</li> <li>● Other planned steps include reviewing the wording of the introduction to the equality monitoring forms to increase consistency and completion of the forms, so more valuable data can be gathered and analysed.</li> <li>● Customer Feedback Team: the team has recently completed an equality session, covering legal duties in the context of feedback; and has completed its EIA. Wherever there are equality aspects of a complaint the team liaises with the Communities, Equality &amp; Third Sector Team.</li> <li>● Next steps: all complaints with any link to a legally protected characteristic will be reviewed (anonymously) at the end of the financial year, to identify learning and trends.</li> </ul>

### 3. 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**

#### **Joint Strategic Needs Assessment review**

- Although there is a statutory requirement for local authorities and clinical commissioning groups to produce a Joint Strategic Needs Assessment (JSNA), its format and content are decided locally. The current format of the Brighton and Hove JSNA has remained largely unchanged since 2012. However, much has changed since then, both financially as well as organisationally, not least with the advent of Sustainable Transformation Partnerships and the need for greater integration of health and social care.
- Brighton & Hove is entering a new era. The products associated with the JSNA need to be able to meet short term challenges (such as the need to inform the CCG's annual business cycle) as well as longer term challenges, as the city begins to build its new corporate strategy and vision for 2030. The time is right to take a fresh look at the JSNA to ensure that it supports local commissioners, strategists and policy makers in a timely and yet flexible manner.
- Priorities identified are:
  - ensuring the JSNA has closer links to decision makers to inform commissioning and prioritisation and gaining increasing ownership of the JSNA, with more partners contributing to and championing the JSNA.
  - reviewing the number and format of JSNA summaries, publishing ongoing rather than annual updates and strengthening the focus on place and neighbourhoods.
  - incorporating assets as well as needs, including the voice of local people, improving modelling of future need, and exploring interactive links
  - improving promotion of the JSNA across the city.
- Next steps: January 2018: JSNA prioritisation event – establish two year programme of in-depth needs assessments and topic summaries; March 2018; two year programme signed off.

#### **BHCC HR Advisory Services (HRAS)**

- HRAS has developed a new database to more effectively collect data on cases they work with, including whether a formal process is linked to an allegation relating to an individual's legally protected characteristic.
- Using this data it is now possible to anonymously review a range of cases to identify trends or patterns in incidence and/or outcome, enabling staff to more effectively target support and interventions.
- Next steps: at year end a review will be completed of all cases with an equality aspect and the findings will be used by the team to identify learning and trends. Team members will share and develop best practice.

	<p><b>Data Insight</b></p> <ul style="list-style-type: none"> <li>• Exploring and developing Data Insight to under-pin and target interventions with teams where specific issues have been identified. Equality and diversity approaches will be one option in a range of interventions where staff survey indicators or patterns of complaints suggest there might be a concern and need further exploration.</li> </ul>
<p><b>2. We will work more closely with the faith sector to ensure we hear from people of all faiths and none</b></p>	<ul style="list-style-type: none"> <li>• 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 us 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 &amp; Third Sector team attends these meetings.</li> <li>• The focus of the work is on raising awareness of faith and faith-based issues, and undertaking activities to both celebrate and connect faith organisations with the wider voluntary and community sector.</li> <li>• In addition a session was held for faith groups explaining the council's funding schemes and further establishing links. The workshop covered: <ul style="list-style-type: none"> <li>○ Understanding the application process for BHCC Community Fund;</li> <li>○ What activity can be funded and what is outside the scope;</li> <li>○ Case studies of faith-related projects;</li> <li>○ After funding: what you will need to monitor.</li> </ul> </li> <li>• Feedback from the session was very positive.</li> </ul>
<p><b>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</b></p>	<p><b>Relevant Needs Assessments:</b> The needs assessment (NA) programme being carried out in Brighton &amp; 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:</p> <ul style="list-style-type: none"> <li>• <b>International Migrant NA:</b> provides an overview of the needs of international migrants in the city and assets they bring; and provides information and recommendations for commissioners, service providers and decision makers to use to improve the lives and outcomes of international migrants in the city. The report is currently being finalised.</li> <li>• <b>Adult Advocacy NA:</b> The needs assessment defines populations who need advocacy and the type of advocacy support they need. Current and potential future demand for statutory and non-statutory advocacy is explored. The needs assessment makes recommendations for commissioners, service providers and decision makers to use to inform</li> </ul>

	<p>service design and commissioning decisions for advocacy services in Brighton and Hove<sup>1</sup>.</p> <ul style="list-style-type: none"> <li>○ One immediate result from the advocacy NA was a meeting held with providers of services to people with Learning Disabilities (PwLD). The Customer Insight Manager and Equalities Co-ordinator asked for views on Housing and Revenues &amp; Benefits teams can work more effectively with advocates for PwLD to gain better outcomes for customers. The suggestions are being passed on to the relevant teams for improvements to be made.</li> </ul> <ul style="list-style-type: none"> <li>● <b>Self-harm (Children and Young People) NA:</b> this topic has been identified as a priority by several organisations and services. There has been good involvement from a range of cross-sector organisations including the acute trust, community and voluntary sector and schools wellbeing. As well as professionals there are representatives from the two main groups affected: children and young people (Right Here) and parents and carers (Parents and Carers Council). There is a focus on services and support and how they might better reduce self-harm in the city. This assessment is currently in progress and is expected to be finalised in January 2018.</li> </ul>
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#### 4. Strong and fair leadership

<p><b>1. We will continue the Budget EIA process so that all decisions about budget proposals are informed by due regard to their impacts</b></p>	<p>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.</p> <p>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 and will be monitored.</p> <p>A review of the mitigating impacts identified for the current year's proposals found that all actions are being implemented and are having the intended effect.</p> <p>EIAs to consider the impacts on staff are in progress and will, as usual, be submitted with the other EIAs and all budget papers to PRG and then full budget council.</p>
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#### 5. Effective partnership working to reduce inequality

<p><b>1. We will continue to identify opportunities for working with partners across the city to share</b></p>	<p><b>Equality &amp; Inclusion Partnership (Equip):</b> The cross-sector, city-wide partnership takes the lead on equality topics, under Brighton &amp; Hove Connected: this group brings together reps from the CVS, public sector and business to work on the big cross-city issues (like recruiting diverse workforces, rough sleeping, and Fairness Commission findings). <a href="http://www.bhconnected.org.uk/content/equality-inclusion-">http://www.bhconnected.org.uk/content/equality-inclusion-</a></p>
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<sup>1</sup> <http://www.bhconnected.org.uk/sites/bhconnected/files/Adult%20Advocacy%20Needs%20Assessment%20-%202017.pdf>

<p><b>information, use all our skills most effectively and act on what local people from all the city's communities tell us</b></p>	<p><a href="#">partnership-equip</a></p> <ul style="list-style-type: none"> <li>• <b>Trans sub-group:</b> The group oversees progress against the recommendations of the Trans Needs Assessment (TNA). Members of the Sub-Group come from all the organisations that have recommendations to complete from the TNA, plus others who are using the TNA findings to develop their own practice. Meetings tend to focus on a specific area, either from the TNA directly, or from wider work that is emerging from it. Examples: the accreditation scheme ('kitemark') for GP surgeries, chemists and possibly shops, leisure centres and so on to demonstrate that they are actively welcoming for trans and non-binary people; monitoring gender identity to explore good practice and identify improvements; health provider updates on local and national provision for trans people. There is always an opportunity for people to feed back where there are concerns, from the perspective of trans and non-binary people or from partners that might be finding barriers to progressing their work</li> <li>• <b>City-wide activity to diversify public sector workforce profile:</b> After the council's reviews and analysis, identifying the discrepancies between the council workforce and the economically active profile in the city, meetings held with Equip partners have identified that there are similar issues in all organisations. Therefore a proposal was taken to the City Management Board to recruit a city-wide post. This role will 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.</li> </ul>
<p><b>Other work, contributing to the achievement of the stated objectives</b></p>	<p><b>Staff Engagement:</b></p> <ul style="list-style-type: none"> <li>• 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. <ul style="list-style-type: none"> <li>○ 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.</li> </ul> </li> <li>• Working with the Communications Team the Communities, Equality and Third Sector Team has developed a communications plan to increase staff awareness of equality and diversity in practice across services. Using the council's intranet a series of articles based on significant 'days' or events has been developed and are being regularly released. This will also link in with the e-learning modules being developed over the next year to support and advertise them.</li> <li>• Next steps are to run sessions open to staff, based on a specific protected characteristic or equality topic. Where possible these will be delivered by a staff member or service-user with lived experience of the subject matter.</li> </ul>

- Having identified teams that are central to the delivery of equality work, training sessions have been run with the following:
  - Executive Leadership (reviewed the e-learning package)
  - Project Management Office
  - Customer Feedback Team
  - Policy, Partnerships & Scrutiny
  - Communications (Design Team)

**Equality Impact Assessments:**

- The template has been revised and improved, and now asks for feedback on work completed where the EIA is being reviewed. This enables better monitoring of actions taken and impacts being effective.
- Best practice EIAs are now available for staff to review when writing their own EIA. Support remains available from the Communities, Equality and Third Sector Team for all BHCC staff completing EIAs – and support is also provided to colleagues in other statutory and CVS organisations locally and nationally who are seeking to develop their EIA approach.
- Where the CCG and council are working more closely together to commission services, the BHCC EIA template has been jointly agreed as the approach to be used. There will be a trial period of one year to ensure that this works for both organisations, but the consistency will be of benefit both to staff and residents reading the EIAs.