

## Appendix 10

### Work stream 10: Embedding equality and diversity within the council workforce

<b>Officer lead(s)</b>
<ul style="list-style-type: none"><li>• Martin Williams, Head of HR</li><li>• Clare Ebune, HR Manager (workforce), HR</li></ul> <p>Action 3</p> <ul style="list-style-type: none"><li>• Pascoe Sawyers, Head of Strategy and Partnerships, ACE dept</li></ul>
<b>Timeframe for delivery (including any milestones)</b> All actions will be delivered between October 2020 – June 2022.  The outcome of the LGA Equalities peer review in October 2020 will feed into a more detailed work programme, which will be subject to consultation with the Cultural Diversity Network & Black Staff Forum. Cabinet will receive the findings of the peer review and further detailed work stream action plan.
<b>Plans for delivery (detail on how the action will be delivered and partners who need to be involved)</b>
<p>1. <u>The council should:</u></p> <ul style="list-style-type: none"><li>• <u>Run a series of 'Let's Talk About Race' webinars to enable staff at all levels to engage in open and frank discussions about lived experience in relation to race, racism and remedies for racial inequality.</u></li></ul> <p>The council will commission this training for staff.</p> <ul style="list-style-type: none"><li>• <u>Making unconscious bias training mandatory for all but with a more practical focus on front line staff such as social workers, housing and customer services colleagues. This training needs to be accompanied by a review and reform of underpinning systems that could perpetuate bias. An example could be in recruitment where applications put to recruitment panels are made anonymous.</u></li></ul> <p>Unconscious Bias training is already available as online learning and is mandatory. A system could be set up to track and enforce completion of the training as is the case for Data protection and other forms of training.</p> <p>We are unable to anonymise applications within the Taleo system. Taleo is about to be replaced by Microsoft Dynamics(MSDx). This also does not include the ability to anonymise applications in its standard format. We have made initial enquiries regarding customisation of the system to enable this action.</p> <ul style="list-style-type: none"><li>• <u>Offer Unconscious Bias training in classroom and virtual form covering anti-racism, racial competencies, privilege and fragility. Review of online unconscious bias training to be updated immediately and ensure annual reviews to be carried out with staff.</u></li></ul> <p>To roll this out as mandatory face to face learning for large numbers of staff will involve significant cost. Although a programme can be developed in six months it will also take considerable time to implement it fully.</p> <p>The online training will be kept under regular review and the Cultural Diversity will be consulted.</p>

2. Ensuring senior management reflects the communities the Council serves and ensuring greater black representation in senior roles across the Council.

This work is ongoing and will be achieved by 2024.

3. The Council Management Team should develop an understanding of the types and impact of inequality. This could be done through reverse mentoring for CMT and senior managers with a black colleague (with clear terms of reference to ensure it is beneficial for both parties e.g. shadowing opportunities for the mentor).

Please refer to work stream 2 for further details on this.

4. Staff networks should continue to be supported with coaching and mentoring. The Council should also set up a Black Staff Forum with a separate budget for events and training. Race champions and allies who empathise with the experiences of black people. Champions should receive training and support to undertake their roles.

In terms of establishing a cohort of Race Champions we can build on the experience and training we have used for our Domestic Violence champions.

5. Ensuring clear talent spotting and progression processes are in place and are communicated regularly to staff. In tandem, ensuring supportive structures for black staff progression are in place.

HR will consult with the Cultural Diversity Network on future black staff progression plans.

6. The Council should review and update recommendations from:
  - the Annual Workforce Equalities Report April 2013 – March 2014
  - Pavey review 2015
  - Business in The Community BAME focus group 2019 report on the experience of ethnic-minority employees at Brent Council & the Equality and
  - Exclusions Project February 2016 (disproportionate exclusion of black boys from Schools)

The Chief Executive has commissioned the LGA to undertake a peer review in the October 2020 and has requested for the review team to include paid local community member reviewers for their expertise and local knowledge as well as council staff. The peer review will look internally at the council's approach to equality, diversity and inclusion, and externally, at how the council works to tackle inequalities in the community.

The above areas will be likely to be included as part of the LGA peer review.

7. Ensure Black Lives Matter remains on the agenda, particularly when media focus and political pressures cease. Add BLM to the next set of staff Forward Together sessions.

The council will ensure this action plan is mainstreamed into council business and will work with communities to continually improve practice. Black Lives Matter will be the focus of the autumn staff Forward Together sessions.

8. A detailed work programme for all of the above will be put together in consultation with the Council's Cultural Diversity (staff) Network and Black Staff Forum.

Until we have the outcomes from the LGA review and have consulted with the Cultural Diversity Networks, Black Staff Forum and recognised Trade Unions on proposals we are unable to develop a more detailed plan for delivery. Feedback from all these sources needs to be built into the approach, including the content of training.

**Resource implications (e.g. budgets, officer time, departmental capacity)**

1. There are cost implications for this action along the following:

- Cost implication in setting up tracking/enforcing completion of training. Needs to be explored.
- Customisation of MSDx can cost around circa £35,000 to enable the anonymization of job applications.
- Additional funding for the development of training, coaching, mentoring and materials. (TBC).

One additional PO4 post at £42,684 will be required to support delivery of this work stream.

**Risks to delivery**

The main risk to delivery is a lack of appropriate resource to implement this ambitious programme.

**Impact on service area/department to consider (e.g. delivering action may mean stopping or scaling back on other departmental priorities)**

Funding for Equalities related work was removed from the HR service in 2017. What limited work we undertake falls within the remit of our Senior HR Policy Advisor. To deliver successfully what appears to be a substantial cross cutting programme will require an additional post as well as additional funding for procuring third party work where required.

Many actions are for council-wide delivery and responsibility for effective delivery will rest with managers and colleagues across the organisation.

**Public engagement and involvement (community stakeholders or groups with interest in the action and suggestions on how to engage them)**

Cultural Diversity Networks, Black Staff Forum and recognised Trade Unions.