

## **EMPLOYMENT MATTERS COMMITTEE**

**4 MARCH 2009**

### **DIVERSITY UPDATE**

Report from: Tricia Palmer, Assistant Director Organisational Services

Author: Anne-Louise Clark, Head of Organisational Development

#### **Summary**

To present Members with a report on proposed actions to support embedding diversity and inclusivity into the culture of Medway Council. These actions will be lead by Learning and Organisational Development in partnership with colleagues from across the organisation.

#### **1. Budget and Policy Framework**

1.1 It is within the committee's terms of reference to make recommendations on matters relating to workforce development, and it is requested that Members review the information outlined below.

#### **2. Background**

2.1 As part of the work programme for the committee it was agreed that the Head of Organisational Development would present a report recommending key actions to develop the council's performance in relation to managing a diverse workforce.

#### **3. Options**

3.1 The attached plan at appendix 1 gives details of current activities and proposals for additional actions designed to create a holistic approach to changing the culture in a positive way. The plan indicates clearly the intended outcomes. If these actions are agreed it will become part of the work programme of the Learning and Organisational Development team and monitored as part of its service plan.

## **4. Advice and analysis**

- 4.1 In preparing this report various aspects of the culture of the organisation have been reviewed to help to identify opportunities to build our capacity to manage diversity in a proactive way.
- 4.2 The aspect of organisational life that make up its culture include:
- How people are recruited and inducted into the organisation
  - How people are managed whilst they work for Medway Council
  - What opportunities people have to develop new skills
  - What symbols are seen around the organisation
  - What some of the rituals and routines that are practiced
  - How staff and citizens are involved in having a say about how things are done
  - How the members and senior officers behave
  - What practices are rewarded and how
- 4.3 These aspects of organisational life have been used to categorise the key actions recommended.

## **5. Consultation**

- 5.1 Further consultation needs to take place with key stakeholders including the Disabled Workers Forum, the Black Workers Forum, the Equal Opportunities and Access Core Value Working Group and Research and Review Team. Following that consultation a final plan will be created.

## **6. Financial and legal implications**

- 6.1 All financial implications will be met using existing resources.
- 6.2 The legal implications of the recommendations sit within the existing legal requirements of equalities legislation.

## **7. Recommendations**

- 7.1 That Members note the report and support any follow up action required.

### **Lead officer contact**

Anne-Louise Clark

Telephone: 01634 332274

Email: [annelouise.clark@medway.gov.uk](mailto:annelouise.clark@medway.gov.uk)

### **Background papers**

None

## Embedding inclusivity and diversity into Medway Council culture

### Key actions

#### 1. Recruitment and Induction

What we do or will do	When	Proposed Lead	Impact/messages	Equality Framework for Local Government	Resources
Recruitment practices to include the use of the employee and leadership competencies to assess attitudes to diversity and inclusivity	In place	Resourcing Manager	A positive attitude to inclusivity is a priority for Medway Council and features as an element of the recruitment processes	Organisational commitment A modern and diverse workforce	Corporate Training Budget
Localised induction packs to include links to e-learning, codes of conduct and customer care standards	In place	Learning and Organisational Development Advisor	Medway Council provides access to training on equalities issues that are linked to expectations on employees behaviour and customer service	Community engagement and satisfaction	Staff time
Training for managers on the benefits of employing a diverse workforce, identifying barriers and accessibility issues, and making adjustments to encourage new ways of working	From February 2009	Equalities and Diversity Advisor	Medway Council actively promotes the employment of a diverse workforce and will do all it can to make reasonable adjustments to improve employment opportunities	Organisational commitment A modern and diverse workforce	Corporate Training Budget
Welcome to Medway Council event to include details of the demographics of the area and its impact on the delivery of services	From March 2009	Equalities and Diversity Advisor	Medway Council knows its community and encourages all staff to shape service delivery to the life changes and opportunities of different groups in the community	Knowing your community – equality mapping Organisational commitment Community engagement and satisfaction Responsive services and customer care	Staff time
Welcome to Medway Council event to include details Black Workers forum and the Disabled Workers forum	From March 2009	Equalities and Diversity Advisor	Medway Council actively promotes the employment of a diverse workforce and engages with staff to ensure that measures are in place to monitor diversity and promote equality of opportunity	Organisational commitment A modern and diverse workforce	Staff time

<b>What we do or will do</b>	<b>When</b>	<b>Proposed Lead</b>	<b>Impact/messages</b>	<b>Equality Framework for Local Government</b>	<b>Resources</b>
Explore options for extending employment practices to include work trails and increasing work experience opportunities	From March 2009	Head of Organisational Development	Medway Council support the access to employment for its community	Organisational commitment A modern and diverse workforce Community engagement and satisfaction	Staff time

## 2. People Management

<b>What we do or will do</b>	<b>When</b>	<b>Proposed Lead</b>	<b>Impact/messages</b>	<b>Equalities Framework for Local Government</b>	<b>Resources</b>
Training for managers on managing diversity and managing people not stereotypes	From February 2009	Head of Organisational Development	Medway Council supports its managers to confidently manage a diverse workforce and to understand how to adapt different situations	Organisational commitment A modern and diverse workforce Responsive services and customer care	Corporate Training Budget
Training for managers on dealing with complex and sensitive situations	From February 2009	Head of Organisational Development	Medway Council supports its managers to respond positively when managing people experiencing complex or sensitive situations	Organisational commitment A modern and diverse workforce Responsive services and customer care	Corporate Training Budget
Training for managers in managing performance including encouraging engagement, improving performance and change management	From February 2009	Head of Organisational Development	Medway Council actively promotes a positive culture of managing performance at all stages from induction, during day to day working, using regular feedback mechanisms including the PDR process	Organisational commitment A modern and diverse workforce Responsive services and customer care	Corporate Training Budget

### 3. Developing Skills and Innovation

What we do or will do	When	Proposed Lead	Impact/messages	Equalities Framework for Local Government	Resources
Training for managers on using Diversity Impact Assessments to promote new ways of delivering services	In place	Research and Review Team	Medway Council knows its community and encourages all staff to shape service delivery to the life changes and opportunities of different groups in the community	Knowing your community – equality mapping Organisational commitment Community engagement and satisfaction Responsive services and customer care	Staff time
Develop improved training for front line staff on Equalities Etiquette and welcoming customers with different cultural expectations	From February 2009	Equalities and Diversity Advisor	Medway Council employs staff that are responsive and adaptable in delivering excellent customer service	Organisational commitment A modern and diverse workforce Responsive services and customer care	Corporate Training Budget

### 4. Symbols

What we do or will do	When	Proposed Lead	Impact/messages	Equalities Framework for Local Government	Resources
Publicise the impact on Diversity Impact Assessments on the intranet and internet to promote how the process has resulted in improved service and to share best practice	In place	Research and Review Team	Medway Council actively designs and commissions services to meet the needs of different communities.  Diversity Impact Assessments are central to understanding the impact of service provision on different communities	Organisational commitment Community engagement and satisfaction Responsive services and customer care	Staff time
Work with the social club and other partners to develop a programme of activities that reflects a diverse workforce that is linked to key calendar dates including promoting health inequalities campaigns	From March 2009	Equalities and Diversity Advisor	Medway Council and its partners provide opportunities to engage with its diverse workforce and community to promote a sense of inclusivity in the workplace	Organisational commitment Community engagement and satisfaction A modern and diverse workforce	Staff time

<b>What we do or will do</b>	<b>When</b>	<b>Proposed Lead</b>	<b>Impact/messages</b>	<b>Equalities Framework for Local Government</b>	<b>Resources</b>
Work with the internal communications group to project positive communication/images about the diverse workforce	From March 2009	Equalities and Diversity Advisor	Medway Council provides opportunities to engage with its diverse workforce and community to promote a sense of inclusivity in the workplace	Organisational commitment Community engagement and satisfaction A modern and diverse workforce	Corporate Training Budget
Work with facilities management and the Building Users Group to encourage environments that are welcoming and inviting	From March 2009	Equalities and Diversity Advisor	Medway Council provides opportunities to engage with its diverse workforce and community to promote a sense of inclusivity in the workplace	Organisational commitment Community engagement and satisfaction A modern and diverse workforce	Staff time
Publicise the employment policies and practices that promote inclusivity on the relevant intranet and internet sites	From March 2009	Equalities and Diversity Advisor	Medway Council is an employer of choice and values the importance of a diverse workforce.  The organisation's vision is clear	Organisational commitment Responsive services and customer care A modern and diverse workforce	Staff time

## 5. Rituals and Routines

<b>What we do or will do</b>	<b>When</b>	<b>Proposed Lead</b>	<b>Impact/messages</b>	<b>Equalities Framework for Local Government</b>	<b>Resources</b>
Directorate Equalities Plans are used to influence the service plans and progress in relation to equalities actions are reported through the Assistant Director's Quarterly reports	In place	Directors	Medway Council provides opportunities to engage with its diverse workforce and community to promote a sense of inclusivity in the workplace. Opportunities are in place to raise issues and to seek solutions	Organisational commitment Responsive services and customer care Community engagement and satisfaction A modern and diverse workforce	Staff time
Six monthly report and analysis of workforce data which is published on the internet	From April 2009	Head of HR Services	Medway Council is transparent in relation to its workforce profile and seeks to continually improve its representation of its community	Organisational commitment A modern and diverse workforce	Staff time

<b>What we do or will do</b>	<b>When</b>	<b>Proposed Lead</b>	<b>Impact/messages</b>	<b>Equalities Framework for Local Government</b>	<b>Resources</b>
Work with Social Regeneration on promoting employment in the council	From April 2009	Equalities and Diversity Advisor	Medway Council is an employer of choice and values the importance of a diverse workforce	Organisational commitment A modern and diverse workforce	Staff time
Hold open days for the community and family and friends of staff to key buildings	Summer 2009	Internal communication s group	Medway Council is an employer of choice and values the importance of a diverse workforce	Organisational commitment Responsive services and customer care Community engagement and satisfaction A modern and diverse workforce	Staff time

## 6. Staff and citizens have a voice

<b>What we do or will do</b>	<b>When</b>	<b>Proposed Lead</b>	<b>Impact/messages</b>	<b>Equalities Framework for Local Government</b>	<b>Resources</b>
Promote the work of the Black Workers Forum and the Disabled Workers Forum	In place	Equalities and Diversity Advisor	Medway Council provides opportunities to engage with its diverse workforce and community to promote a sense of inclusivity in the workplace	Community engagement and satisfaction A modern and diverse workforce	Corporate Training Budget
Support the Diversity Impact Assessment processes to ensure appropriate consideration is given to the impact of services and policies on creating needs based services and addressing inequalities	From February 2009	Equalities and Diversity Advisor	Medway Council actively designs and commissions services to meet the needs of different communities.  Diversity Impact Assessments are central to understanding the impact of service provision on different communities	Organisational commitment Responsive services and customer care Community engagement and satisfaction A modern and diverse workforce	Staff time

## 7. Members and senior officers

What we do or will do	When	Proposed Lead	Impact/messages	Equalities Framework for Local Government	Resources
Equalities Opportunities and Access Core Value Group	In place	Director of Regeneration, Community and Culture	Medway Council has equalities and inclusion at the heart of its business and this is symbolised by having a cross organisation working group leading and monitoring achievement of the equalities agenda	Organisational commitment Responsive services and customer care Community engagement and satisfaction A modern and diverse workforce	Staff time
Members Equalities Working Group	In place	Chair of Employment Matters Committee	Medway Council has equalities and inclusion at the heart of its business and this is symbolised by having a cross party member task group leading and monitoring achievement relating to the equalities agenda and meet with DWF and BWF once a year.	Organisational commitment Responsive services and customer care Community engagement and satisfaction A modern and diverse workforce	Staff and Member time
DIA's are included routinely in all reports for Members and CMT	In place	Directors	Inclusivity is continuously monitored, reviewed and evaluated by members and senior managers	Organisational commitment Responsive services and customer care Community engagement and satisfaction	Staff time
Training for members and senior managers on their responsibilities relating to the new equality framework and the single equality scheme.  Training to include the opportunities for inclusivity and engagement.	From April 2009	Head of Organisational Development	Members and senior managers demonstrate a commitment to and understanding of their responsibilities and accountabilities.  The leadership of the council is transparent about how it monitors, reviews and evaluates performance on achievement of equality objectives.	Organisational commitment Responsive services and customer care Community engagement and satisfaction A modern and diverse workforce	Corporate Training Budget



<b>What we will do</b>	<b>When</b>	<b>Proposed Lead</b>	<b>Impact/messages</b>	<b>Equalities Framework for Local Government</b>	<b>Resources</b>
Encourage diversity champions within the directorates – linked to customer champions	From April 2009	Directors	Medway Council has inclusion at the heart of its business and this is symbolised by having a group of key influencers challenging inequalities and identifying opportunities for continuous improvement	Organisational commitment Responsive services and customer care Community engagement and satisfaction A modern and diverse workforce	Staff time
Fundamental review of the corporate suite of equalities schemes to reflect the single equality duty	From April 2009	Research and Reviews	Members and senior managers demonstrate a commitment to and understanding of their responsibilities and accountabilities.  The leadership of the council is transparent about how it monitors, reviews and evaluates performance on achievement of equality objectives.	Organisational commitment Responsive services and customer care Community engagement and satisfaction A modern and diverse workforce	Staff time

## 8. Reward and recognition

<b>What we will do</b>	<b>When</b>	<b>Lead</b>	<b>Impact/messages</b>	<b>Equalities Framework for Local Government</b>	<b>Resources</b>
Reward and recognition scheme to reflect excellence in promoting inclusivity and delivering the equalities agenda within the council and across its partnerships	From April 2009	Assistant Director Organisational Services	Medway council and its partners respect the contributions that individuals and teams make to the achievement of its corporate objectives and that inclusivity is a vital element of that	Organisational commitment Responsive services and customer care Community engagement and satisfaction A modern and diverse workforce	Staff time
Internal reviews processes are developed to promote best practice in relation to employee development and communication (IIP) and the equalities framework is built into these reviews	From April 2009	Learning and Organisational Development	Medway Council is a learning organisation that recognises best practice and provides opportunities to share effective approaches across teams	Organisational commitment Responsive services and customer care	Staff time