Ethics Committee update on Joe's recommendations

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Executive summary

- Joe Montgomery made 16 recommendations in late 2019
- Agreement with former CE not to publish a report but offer formal slide presentations
- Culture board 2020 prioritised some of the recommendations and work was undertaken
- Unfulfilled recommendations embedded in workforce strategy and now as part of new cultural transformation programme
- Proposal to establish a governance structure to support new equalities and cultural transformation and D&I initiatives underway

Progress on Joe's Recommendations

Recruitment

Recommendation	Action
Race and gender participation on interview panels	• Recruit & train internal pool of BAME & other protected staff to sit on interview panels • Training of chairs & BAME complete: 30 August, 2020 • Additional recruitment bias training for restructure interviews completed by external facilitator August 2020
Curation of external BAME panel members list to serve on interview panels for senior posts	• Connected with other local authorities to determine interests in collaborating and sharing resources • Currently utilising internal resources where possible • Recruitment embargo has afforded us some additional time • Financial constraint has limited action on this
Assemble a team of trusted, potentially external mediators to help handle disputes that are amenable to more informal forms of resolution	• Put out an expression of interest to all 32 local authorities in collaborating and sharing resources • Currently trialling a set of providers provided by a trusted provider • Listing of mediators in place and being utilised at cost

Recruitment continued

Recommendation	Action
'Anonymised shortlisting system	• Implemented July 2020
Shortlists must be diverse for all posts & include at least 1 BAME person	• Revised policy to incorporate this change • Communicated change to organisation • Incorporated change into training for all panel chairs & recruiting managers August 2020d as • Training developed and offered as required

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Managing differences

Recommendation	Action
Learning & development refresh for all managers on the equalities duty, staff engagement and managing difference	Move beyond awareness training… • Speaking with other local authorities for possibility of partnering to develop/deliver interventions • Consulting with external experts (David Weaver, Alison France, Binna Kandola, ENEI • Create/deliver in-house courses • Establish a reverse mentorship programme with Executive level to Directors (relationship led by mentor) In house E-learning materials • Introduce Uncomfortable truths and conversations • Procurement process to commission an external partner came to a halt • Work to resume under transformation umbrella

Manager upskilling

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Managing differences

Recommendation	Action
Clarify guidelines on areas left to managers' discretion (especially agile working, annual & compassionate leave etc.) to reduce perceived inconsistencies	• Additional Leave policy has been updated and implemented • Flexible working policy has been reviewed in context of remote working • Integrate policies in new managing differences offers • Monitor & track relevant grievances and redressal procedures (not yet implemented).

Manager upskilling

Performance management

Recommendation	Action
Review the purpose and format of the appraisal system now that it has been decoupled from the remuneration system, so as to make staff clear whether it aims to promote personal growth and development, whether it assesses promotability or whether it serves mainly to cascade departmental goals to individual team-members	• Appraisal revised annually to reflect organisational context • Rating system removed • Focus on monthly 121's, health and wellbeing and development
Inclusion of staff engagement and promotion of D&I in all managers' objectives	Implemented from 20/21 appraisals include D&I objectives

Appraisals

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Staff Engagement & Culture Board

Recommendation	Action(s)
Commission an external provider to conduct future staff surveys to alleviate 'trace-back' concerns, with disaggregated questions on particular D&I sub-themes and with space for respondents to rate their team, their department and the organisation as a whole	Developing and conducting in-house temperature checks on a quarterly basis • Commissioning an external provider deferred due to financial constraints • Currently in talks with LGA for support
Reconstitute the Culture Board giving its remit, programmes and membership an explicit focus on D&I as part of its wider responsibility for the workforce strategy	• Reflected in the cultural transformation programme • Currently under review with the ECO System structure

Tracking & measuring our progress

Recommendation	Action
Creation of a data observatory to bring together strands of Diversity &Inclusion data at regular intervals.	• Work was deferred due to COVID19 priorities • Metrics being measured should be key driver to what is populated first on data base Phase 1-Scoping completed Phase 2- Identify key metrics that require monitoring Create a dashboard for publicising information Phase 4- Create end to end data base (Oct 21)

Tracking & measuring our progress

Recommendation	Action
Craft a small number of key metrics through which the Culture Board can measure progress against explicit D&I targets on representation of BAME staff in senior positions; on BAME over-representation in grievance, disciplinary and TU casework; on BAME over-representation in lower appraisal quartiles; on the ethnic pay gap; and on comparative progression rates within the organisation	• Establish one/two key metric(s) to monitor • Need to agree on key initial metrics to be tracked and measured • This is work in progress an in concert with performance management team and equalities strategy

Our metrics

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Thank you

Over to you

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