



**Brighton & Hove
City Council**

**POLICY & RESOURCES COMMITTEE
SUPPORTING PAPERS**

2.00PM, THURSDAY, 11 JULY 2013

COUNCIL CHAMBER, HOVE TOWN HALL

SUPPORTING PAPERS

The following papers are published for information and are in support of the reports relating to the Agenda items listed below:

ITEM		Page
	STRATEGIC & POLICY MATTERS	
25.	ANNUAL PERFORMANCE UPDATE 2012/13	1 – 78
	Appendix 4 to the Corporate Performance Plan report (copy attached).	
	GENERAL MATTERS	
38.	WORKFORCE EQUALITIES ACTION PLAN	79 – 178
	Appendix 1 Global HPO Report (copy attached).	

Appendix 4:

City Performance Plan 2012/13 annual report (Members Room only)



5 Promoting Enterprise and Learning

5.1 Sustain and grow the business base

5.1.1 Strong International Trade

Action	Status	Start Date	End Date	Progress
5.1.1.1 Progress update: Strong international trade	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Cheryl Finella - Lead Economic Development Officer

ACTION PROGRESS COMMENTS:

Progress So Far

- Business internationalisation: the Coast to Capital Local Enterprise Partnership (LEP) activities in stimulating business internationalisation is in the following areas. Increasing the numbers of SMEs who trade internationally: targeting companies with a high propensity to export and increasing international activity in priority sectors, improving the connectivity of export business support services; Increasing the amount of Foreign Direct Investment: promoting the area's locational and other benefits; and Increasing the level of international business tourism.
- In 2012 the C2C Board established a sub-Group for International Trade; Chaired by the representative from the Amex stadium the groups remit is to oversee the strategy for promoting international trade across the C2C area. The Chief Executive of the Brighton & Hove Economic Partnership (BHEP) is a member of this group and has used the Brighton for Business website to support the promotion of Brighton & Hove as a city in which to invest and attract foreign direct investment.
- The 2012 Ride the Wave business support programme included a workshop on export and international trade which was attended by 13 local businesses.
- The C2C LEP is currently consulting on the strategy for the allocation of EU Structural investment Funds which will determine how EU funds are prioritised across the region. Brighton & Hove City Regeneration Team has provided a response highlighting the need to support our growing Creative Digital IT sector which comprises internationally focused company's trading in the knowledge economy.
- Three bids to the Regional Growth fund Round 4 were submitted in 2012 – 2013; the projects target support to high growth low carbon businesses. The Environmental Industries business plan commissioned by the Economic Development team helped to inform the bid for green growth. The results of the bids are expected in July 2013
- Through the Greater Brighton Eco Tech City Deal there is a focus upon supporting SMEs with their export promotion strategies as part of a the proposal to develop a network of high-value business growth hubs

Future Work Planned

- The Economic Strategy Refresh (ESR) was commissioned in 2012 by BHCC and Brighton & Hove Economic Partnership (BHEP); consultants Roger Tym & Partners and Bio-Regional were awarded the contract. A working group chaired by Geoff Raw Executive Director for Environment Development & Housing is overseeing the work. The ESR aims to help reduce carbon emissions in the city and ensure that the city uses its fair share of the world's resources: moving towards One Planet Living. The ESR will include a range of projects designed to help deliver the five strategic priorities:
 1. To enhance Brighton & Hove's distinctive destination and lifestyle offer
 2. To grow quality jobs and business opportunities in higher value and low carbon sectors
 3. To better align jobs skills to projected needs and in support of higher value sectors
 4. To tackle barriers to employment and to create employment opportunities for all
 5. To establish a strong and influential Greater Brighton City Region
 The strategy is due for sign off by BHCC in July 2013 and by BHEP in September 2013.
- Continuing to develop the international trade strand of the Coast to Capital LEP
- Continuing to seek opportunities for promoting international trade through the Greater Brighton City Deal

Barriers to Performance

- General international trade levels have recovered from the 2008-2010 slump, however a key challenge remains in supporting SMEs that are export-ready to actual commence international trading
- A number of support initiatives rely on the outcome of agreements with Central Government and funding bids

Accountable Officer: Geoff Raw

5.1.2 A Globally competitive creative and environmental industries sector

Action	Status	Start Date	End Date	Progress
5.1.2.1 Progress update: globally competitive creative and environmental industries sectors	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Paula Murray - Assistant Chief Executive

ACTION PROGRESS COMMENTS:

Progress so far:

Creative Industries

The Royal Pavilion and Museums Services have been successful in gaining a significant amount of external funding: approximately £2.5m for the period 2012-15 through the Renaissance funding Programme; and £100k from the Department of Culture Media and Sport/Wolfson Museums and Galleries Improvement Fund. The service has also been successful in two recent acquisitions; a Turner watercolour called The Chain Pier at Brighton (1824/5) which was purchased with funding from the heritage Lottery Fund, an award from the Art Fund and a donation from an anonymous Foundation Patron. The service has also purchased a unique and valuable collection of Roman coins due to another successful grant application to the Heritage Lottery Fund.

Visitor numbers across all sites in the museums service rose during the year, with over 695,000 visits in total. Programmes and developments during 2012-13 included:

- Opening of the World Stories: Young Voices as part of London 2012 Festival brought the city's collections from different cultures across the world to life in displays which set out to make sense of objects from the past by introducing objects from today, tell stories which connect to Brighton and Hove and to the lives of today's young people. Displays were made more accessible, for example using Royal National Institute for the Blind penfriends with their audio descriptions and British sign language In Vision on all the gallery audio visual presentations.

The work on World Stories with groups (including many young people) included the museum's Youth advisory group- Museum Collective, Refuge and Asylum Seekers Project, Art inMind, Whitehawk Art Group, Patcham High School and the Youth Arts Project (the Albion in the community scheme). This work with c240 young people was highly commended in the Museums and Heritage awards learning category in May 2013.

- Royal Pavilion & Museum's focus on and increasing expertise in terms of working with young people, acknowledged in it being the first museums service to gain a silver 'Hear by Right' award administered by the National Youth Agency for its work in promoting young people's participation. Also continued to delivering Arts Award a national scheme offered at five levels, four accredited and one introductory award and is a framework for learning new skills and sharing them, an opportunity to develop creativity and leadership skills and a link between young people and creative arts professionals. One of the young people participating in arts award achieved a gold. This is the first time anyone of the scheme at Brighton Museum has achieved Gold.

- Biba and Beyond highly rated by the public and received good local, regional and national press coverage; Successful collaboration with VisitBrighton, icrossing and fashion bloggers to promote the Biba exhibition via film and social media.;

- The Lost Pagodas: Geraldine Pilgrim, Pavilion Contemporary - site specific commission in the Royal Pavilion. Shoot the Wrx: Jeff Keen at Brighton Museum.

- Opening of the new spotlight gallery with funding from Renaissance and the Wolfson foundation to display temporary shows from the collections. First show Chilled to the Bone opened in February 2013.

- Commencement of work on masterplanning for the Royal Pavilion Estate in partnership with Brighton Dome and Brighton Festival to create a world class heritage, cultural and arts offer through reconnecting the historic buildings and landscape to create a coherent Royal Pavilion Estate to enhance understanding and appreciation of the estate and its historic significance; deliver a unique mix of cultural experiences through new approaches to estate-wide heritage interpretation and to creative and artistic programming.

- Introduction of monthly Lates night opening events at Brighton Museum and Art Gallery, the first in conjunction with Biba.

- Digital developments included a second iteration of the app for smart phones; experiments with crowd sourcing- Map the Museum RPM contributed to the 2012 Brighton Digital Festival through a project entitled 'New Cabinets for New Curiosities'

- Apprenticeships with city college in Digital media
- The Economic Development team at Brighton & Hove City Council and Wired Sussex are part of a successful consortium that has secured £7.2 million EU INTERREG funding for the ReCreate project to support the arts & creative industries, £650,000 will come to Brighton & Hove.

The main workspace for the 'ReCreate' activity is in a previously empty (12 years) commercial space at New England House. The European funding has partially paid for the refurbishment of this empty space, named the Fusebox. The Fusebox is a creative innovation hub whose aim is to encourage the testing and development of new business ideas between art & creative industry entrepreneurs.

The programme for the Fusebox is being established by arts & digital tech sector entrepreneurs who have been invited to pitch pilot projects for the Fusebox. The fusion of ideas from creative and digital tech practitioners and companies at different stages of development will help develop new and innovative creative products, enterprises and businesses.

The refurbishment and activity in Fusebox is being part funded by European Funding through the Interreg Channel programme as part of the 'ReCreate' project.

This space is being managed by Wired Sussex, a ReCreate partner.

- Included in the ReCreate project is a 'pop up' shop brokerage scheme that will see empty retail premises across the city being used by artists and creative industries to showcase their work, test out business ideas and products.. This activity will also support the development of the New England Quarter, and in particular New England House, as a hub for the creative, digital and technology sector.

There will be a strong "virtual" and physical connection between the ten new workspaces across the project partner areas, enabling creative entrepreneurs to share knowledge and skills and to discover new markets

- A website commissioned by the Arts & Creative industries commission and developed in partnership with the Economic Development team has been launched to showcase the non digital creative sector. The website is: - acicommission.org.uk also includes a link to the pop- up shop initiative.

- The Ride the Wave business support programme included three workshops for the creative industries with a total attendance of 216 business people. Subjects covered were finding the right client, pricing and marketing, and satisfaction ratings for the three workshops stood at 100%, 96% and 96% respectively.

Environmental Industries

- The University of Brighton has been successful in securing up to £5m for their Green Growth Platform (GGP) project. It will provide the intellectual infrastructure required to foster sustainable economic growth in Sussex. It will deliver a healthy innovation ecosystem, address strategic skills shortages and ensure that low carbon environmental goods and services (LCEGS) sectors achieve and exceed the growth rates predicted for the sector (4.9 to 5.5% for the period 2011-15, BIS 2012). The GGP will work with key private, public and third sector partners to support the growth of companies operating in LCEGS sectors. The support will emphasise four key sectors: sustainable buildings/retrofit, renewable energy, recycling/waste and water and will focus on small to medium sized enterprises (SMEs) with strong growth potential.

The programme will last for 5 years, starting in late 2013. It will work with 1,000 SMEs, create 250 new jobs and produce a net increase in GVA of £3.6m, with a significant impact in Brighton & Hove or its commuting workers. The outputs will be measured by close contact with and surveys of the SMEs as part of the programme's monitoring and evaluation system.

The Green Growth Platform bid was informed by the Environmental Industries Umbrella group business plan (commissioned by BHCC/ED) which seeks to provide a vehicle for growth in the LCEGS sector.

- The Economic Development team jointly commissioned research into the skills needs of the LCEGS; other commissioning partners included the Sussex Learning Network (which represents HE & FE provision in Sussex), West Sussex and Coastal West Sussex Partnership. The information will be used by learning providers to plan curriculum for the sector ensuring that local firms have access to people with appropriate skills for employment.
- The Ride the Wave business support programme included two workshops for the environmental industries sector with 52 attendees. The first workshop focused on eco-marketing and received a 95% satisfaction rate, 88% of attendees feeling they could grow their business as a result. The subject of the second workshop access to grants and earned income, with a 83% satisfaction rate and 73% of attendees feeling the workshop would help them grow their business.
- The 2012 Eco Technology Show saw 105 environmental businesses exhibit, 3030 public visitors and 820 trade visitors attend, while the Smart Business Conference attracted 73 delegates.
- The Greater Brighton Eco Tech City Deal is developing a specific focus upon delivering low carbon, high tech, innovation-led growth activities

Future Work planned

- The Economic Strategy Refresh (ESR) was commissioned in 2012 by BHCC and Brighton & Hove Economic Partnership (BHEP); consultants Roger Tym & Partners and Bio-Regional were awarded the contract. A working group chaired by Geoff Raw Executive Director for Environment Development & Housing is overseeing the work. The ESR aims to help reduce carbon

emissions in the city and ensure that the city uses its fair share of the world's resources: moving towards One Planet Living. The ESR will include a range of projects designed to help deliver the five strategic priorities:

1. To enhance Brighton & Hove's distinctive destination and lifestyle offer
2. To grow quality jobs and business opportunities in higher value and low carbon sectors
3. To better align jobs skills to projected needs and in support of higher value sectors
4. To tackle barriers to employment and to create employment opportunities for all
5. To establish a strong and influential Greater Brighton City Region

The strategy is due for sign off by BHCC in July 2013 and by BHEP in September 2013.

- Finalising the Greater Brighton Eco Tech City Deal proposals in 2013/14
- Brighton & Hove City Council is supporting the 2013 Eco Technology Show and will be exhibiting over the two days in May 2013.
- Support for the creative industries will continue through the Ride the Wave and ReCreate programmes
- Support for the environmental industries will continue through the Green Growth Platform, Environmental Industries Umbrella Group and Ride the Wave programme

Barriers to performance

- Reductions in financial and staffing resources may limit scale and scope of delivery

Accountable Officer: Paula Murray/Geoff Raw

5.1.3 A City that attracts visitors from the UK and near Europe

Action	Status	Start Date	End Date	Progress
5.1.3.1 Progress update: a city that attracts visitors from the UK and near Europe	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Adam Bates - Head of Tourism & Leisure

ACTION PROGRESS COMMENTS:

2012/13 update:

Site traffic to www.visitbrighton.com surpassed 1,750,000 visitors for the period 1 April 2012 to 31 March 2013, an 8% increase on the equivalent period in 2011/12. In September 2012, the FREE official VisitBrighton app for iPhone & Android platforms was launched; by 31 March 2013, over 8,000 downloads had been achieved.

85 UK and international travel media were hosted in the City since 1 April 2012 and 31 March 2013, generating positive media coverage with a PR value of over £2.7 million. Significant travel features on Brighton & Hove appeared in every UK national paper at some point during the year. Travel features on the City also appeared in national press in Germany, Spain, France, Belgium, Canada, Switzerland, Australia and USA among others.

Implementation of the eco-tourism strategy started in summer 2012. VisitBrighton teamed up with 'Greentraveller' (a leading organisation on eco travel) and launched a new 'Eco Brighton' section on [visitbrighton.com](http://www.visitbrighton.com) (<http://www.visitbrighton.com/eco-brighton>) in July 2012 and also published a 'Green Guide to Brighton' in September 2012 ([http://www.visitbrighton.com/dbimsgs/Green%20Brighton%20Guide\(2\).pdf](http://www.visitbrighton.com/dbimsgs/Green%20Brighton%20Guide(2).pdf)).

At the Visitor Information Centre for the period April 2012 – March 2013, footfall has fallen by 11% to 329,395, and email & telephone enquiries are also down by 15% (28,993). Sales for transport and attraction tickets have remained buoyant however, rising by 6.27% with a turnover in excess of £283,000.

In the period 01 April 2012 to 31 March 2013 the Convention Bureau booked 9619 bednights for national and international conference delegates who will be arriving in the City for future conferences, bringing £849,085 of revenue to City hoteliers and £84,908 of commission to BHCC.

The economic impact assessment for 2012 will be available in August 2013.

Accountable Officer: Paula Murray

5.1.4 Thriving Social enterprise sector

Action	Status	Start Date	End Date	Progress
5.1.4.1 Progress update: thriving social enterprise sector	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Cheryl Finella - Lead Economic Development Officer

ACTION PROGRESS COMMENTS:

Progress So Far

- The Economic Development team has funded a series of workshops called Ride the Wave to support start-up and existing businesses in Brighton & Hove, and social enterprise is one of the priority sectors being targeted by this programme. The first social enterprise workshop took place in September 2012 and gave 18 start-up social enterprises support with their legal structure, business planning, marketing and financing. Economic Development will commission another start-up workshop in early 2013 in response to demand.

The second workshops took place in October 2012 aimed at support for social enterprises and charities around pricing, cost control and smart bidding on contracts. These workshops helped social enterprises develop their trading arms in order to become less reliant on grant funding, and thereby becoming more sustainable. A total of 39 social enterprises and charities attended these workshops.

A further social enterprise workshop was commissioned and delivered in November 2012 in response to demand

- The council's Economic Development Team has been supporting Care Co-ops in the development of a new Brighton & Hove Social Enterprise Network

Future Work Planned

- The Brighton & Hove Social Enterprise Action plan is being reviewed in 2013 /14 and the Economic Development team will be working in partnership with local organisations such as Care Co-ops to determine the priorities for the sector. Working with the Brighton & Hove Chamber of Commerce, the Economic Development Team is planning a networking / consultation event to assist in identifying further the support needs of the sector

- The 2013/14 Ride the Wave business support programme will include assistance for local social enterprises and other third sector organisations that wish to develop their trading arm

Barriers to Performance

- Limited funding identified for supporting the social enterprise sector

- Core business skills gaps for the social enterprise/third sector are generally larger, hence more intensive assistance is required

- Uncertainty over various legal structures, grant eligibility and access to business rate reliefs can act as a growth barrier for the social enterprise sector

Accountable Officer: Geoff Raw

5.2 Encourage Investment and Innovation

5.2.1 A reputation as a prime business location, place to invest and innovate

Action	Status	Start Date	End Date	Progress
5.2.1.1 Progress update: a reputation as a prime business location, place to invest and innovate	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Cheryl Finella - Lead Economic Development Officer

ACTION PROGRESS COMMENTS:

Progress So Far

- The Commercial Property Database which is funded by BHCC/ ED received 6,414 hits to the site in 2012/13 which resulted in 12,255 individual property searches for commercial properties on the market in Brighton and Hove. The improvements that were made to the site which now allows the searchers information to be forwarded to relevant commercial agent(s) is working well.

- Development has commenced on both Block J and Block K in the New England Quarter which will provide circa 60,000 square ft of Grade 'A' office accommodation

- Further improvements to Sovereign House (in the North Laine) now provides 65,000 square ft of Grade 'A' office accommodation

- The new inward investment prospectus in the form of an on-line website was launched in November 2012. Entitled Brighton for Business the website promotes the city a place for businesses investment e.g. FDI, business start up or business relocation.

- Since its launch the Brighton for Business website has been visited at a peak of 228 visits in a week with an average weekly visit number of 201. Most visits to the web site are made from within the UK (88%) but the main countries outside the UK visiting the site are USA and India. There have been 11 inward investment enquiries handled by the web site of which 8 are from within the UK, 1 from Brazil, Canada and USA.

- Through the Greater Brighton City Deal, the profile and reputation of the city region is being promoted as a place to invest and as a centre for knowledge-intensive growth

- The Economic Development team and Wired Sussex (an umbrella group for the CDIT sector) secured £650,000 of EU investment as part of a £7.2m EU Interreg programme to support the creative industries.

The funds for the project called ReCreate has helped to refurbish a formerly empty industrial space at New England House and turn it into a new hub for the arts & creative industries called the Fusebox.

The Fusebox offers new work, exhibition, and learning space for arts, creative and digital industries to collaborate; business support will also be available and the aim of fostering business collaboration between artists and the digital creative industries. B & H Arts & CI practitioners have been invited by Wired Sussex to come together to co create business support pilot projects that will take place in the Fusebox.

- In March 2013 as part of the wider ReCreate project We Are Pop Up were appointed to deliver a two- year Pop Up Shop programme within Brighton and Hove working with the creative and cultural entrepreneurs in the city. The pop up shops will be located in vacant shop front premises across the city thereby helping to reduce the risk of high street blight, vandalism and dereliction. Over the two year programme the projects aims to deliver at a minimum, 10 Pop Up Shops in the city that will provide short term lets for gallery space, retail, testing of new products and services. There will also be pop up meet ups where Creatives will have the opportunity to meet and share ideas and to which commercial agents will also be invited in order to facilitate the matching of creatives to available spaces

- A website commissioned by the Arts & Creative industries commission and developed in partnership with the Economic Development team has been launched to showcase the non digital creative sector. The website address is acicommission.org.uk and it also includes a link to the pop- up shop initiative

- 'Portas Pilot' status and £83,485 funding was secured to improve the London Road Town Centre through business skills training, public arts events, crime reduction initiatives and the creative and enterprise use of empty premises. An additional £10,000 was secured from the Arts Council in support of the public arts strand. These improvements will help make the area a more attractive investment proposition for the retail, hospitality and creative industries. The Economic Development Team is working with colleagues across the council to ensure this project compliments neighbouring regeneration schemes such as the Open Market, The Level, Lively Cities and Valley Gardens

Future Work Planned

- Additional improvements to the Commercial Property Database are planned for 2013-14

- Finalising the Greater Brighton City Deal in 2013/14 will raise our profile as a place to invest and innovate

- Marketing and promotional activity to extend the Brighton for Business website's reach and attract new investment

- Continuation of the ReCreate project in support of new innovation practices, creative use of empty premises and the growth of our creative and digital business sectors

- Delivering the Portas Pilot projects for the London Road Town Centre

Barriers to Performance

- Securing empty premises for elements of the Portas Pilot and ReCreate projects will require approval from landlords and commercial agents

- High advertising and marketing costs are likely to limit the scale of promotional activities for the Brighton for Business website

Accountable Officer: Geoff Raw

5.2.2 Encourage developer contributions toward employment and training

Action	Status	Start Date	End Date	Progress
5.2.2.1 Progress update: encourage developer contributions towards employment and training	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Cheryl Finella - Lead Economic Development Officer

ACTION PROGRESS COMMENTS:

Progress So Far

- Requested Developer Contributions received to date is £158,000, and seven major projects have Employment & Training Strategies attached to them (which are a requirement of the developer contributions policy)
- The developer contribution funds the Brighton & Hove Local Employment Scheme (BHLES) which links local unemployed and underemployed residents to jobs in the construction sector. BHLES secured a contract worth approx £22,000 towards the delivery of work experience and job placements linked to construction; the team also work closely with City College and other local training providers to ensure that provision meets the needs of employers. The income generated through the scheme will also be used as match funds towards European programmes thereby generating more income for training and employment programmes.

- The Building Futures (BUFU) INTERREG 1VA Project came to an end at the end of December 2012 and has been acknowledged by the European funders as a resounding success, with particular recognition for the robust evaluation of the project.

All targets were exceeded, the Brighton & Hove outcomes were: -

464 residents receiving Information Advice and Guidance sessions; 260 took part in construction taster sessions; 184 gained NOCN Level 1 qualifications in Construction Skills, 165 gaining a CSCS (Construction Skills Certificate Scheme) card to access site work, 73 took up work placements and 65 jobs secured by BUFU students.

In addition a further 180 job opportunities were promoted through the Local Employment Scheme. 10 apprenticeship opportunities were provided on major sites in trades such as scaffolding, ground works and other traditional trades. The scheme continues to work closely with key personnel of Mears and City College to ensure that targets are achieved for apprenticeships. The Local Employment Scheme also worked with Mears to promote a Meet the Buyer event in 2012 to encourage local SMEs to consider tendering for small contracts. The Local Employment Scheme helped with the marketing of the event and attended to promote the scheme. Over 60 companies attended and gained information about the tendering process

Future Work Planned

- A further two major projects which will provide developer contributions and Employment & Training Strategies are currently in the pipeline and processes will be put in place to secure work experience placements
- Working with CITB (Construction Industry Training Board) and BHCC Procurement to develop a standard approach to PQQ and ITTs for the Strategic Construction Partnership and wider range of contracts to incorporate Employment & Training requirements. Once established the council will aim to achieve Skill Academy status.
- Progressing the development of training provision using developer contributions, DWP training funding and other sources.
- Sourcing funding for the continuation of the Brighton & Hove Local Employment Scheme other than through developer contributions. Looking at European funding streams that provide maximum percentage towards project costs to reduce need for match funding.
- Currently, application outline for ERDF funding awaiting approval and exploring INTERREG funding for SME support re eco construction with 100 % funding

Barriers to Performance

- The Brighton & Hove Local Employment Scheme relies on external funding, therefore the long-term sustainability of the

project is at risk

- Funding secured through Section 106 agreements are only made available to the Local Employment Scheme once a development actually commences and projects that have been approved for some years but only now with the potential to go live e.g. Gala Bingo site in Portland Road, do not have developer contribution requirements attached to the S106.
- Delays in site starts beyond the control of BHCC.

Accountable Officer: Geoff Raw

5.2.3 A strong conference economy

Action	Status	Start Date	End Date	Progress
5.2.3.1 Progress update: a strong conference economy	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Adam Bates - Head of Tourism & Leisure

ACTION PROGRESS COMMENTS:

2012-13 update:

The refurbishment and expansion of Meeting Room 1 is being well received by clients. The Brighton Centre has secured funding for the refurbishment of the ground floor of the Syndicate Wing and accessibility of the space from the main venue. The work is due to be carried out in July 2013 and will include knocking the main venue through into the Wing's foyer and putting accessible ramps in place. The venue has been working closely with the Sustainability Team and is due to launch its Sustainable Events Programme, which is ISO20121 compliant, in June 2013 at an industry event hosted at the Brighton Centre.

A combined sales effort between VisitBrighton and the Brighton Centre Conference sales dept undertaken between 1 April 2012 and 31 March 2013 has seen 20 national and international events confirmed which on their arrival will bring an estimated economic impact of £68m to the City. Events confirmed include the UNISON National Delegate Conference in 2014, 2016, 2017 2018, 2020, 2022 and 2024, with each conference attracting 3750 delegates, UNITE 2013 and 10 UNISON minority group conferences.

The Brighton Centre currently has a further 50 events showing as verbal confirmed or as strong holds in the diary with an estimated economic impact of £91.9m and a venue value of £2.1m, 39 of which are joint enquiries with VisitBrighton. Negotiations are at an advanced stage to secure the Labour Party Conference in 2015 and 2017, which has the potential of bringing economic benefit of £40m to the City.

Individually, the Brighton Centre has confirmed an additional 26 events which will deliver over 105,800 delegates to the City, creating economic impact of over £24.3m including the British Geriatrics Society in October 2014 and 2015 and the UCISA conference in March 2014. The Chartered Institute of Housing South East Conference have confirmed their conference with the Brighton Centre in 2014, 2015 and 2016 following their attendance at the 'Ultimate Site Visit'. The event has seen an outstanding amount of success and now sits with an ROI of 2,753.3%.

The Convention Bureau (CVB) had an exceptional year. From April 2012 to Sept 2013 the CVB has received and created bespoke proposals for 136 conference clients, a 13% increase on the equivalent period in 2011-12. Individually, the CVB team confirmed 24 conferences to be held at venues and hotels in City, creating an additional £7m of economic impact.

From 1st April 2012 to 31st March 2013, conferences which will bring economic impact of £99.3 have been secured for Brighton for coming years.

In the same period a total of 28 National and International conferences were held at the Brighton Centre covering 75 open days during April 2012 – March 2013.

Accountable Officer: Paula Murray

5.2.4 Promote job creation

Action	Status	Start Date	End Date	Progress
5.2.4.1 Progress update: Promote job creation	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Cheryl Finella - Lead Economic Development Officer

ACTION PROGRESS COMMENTS:

Progress So Far

- The City Employment & Skills group continues to oversee the delivery of the City Employment & Skills Plan. The focus of activity in 2012 was on the establishment of the Apprenticeship Training Agency (ATA), support for an Eco Tech business park at Toads Hole Valley; and the creation of high value jobs.

- **APPRENTICESHIP TRAINING AGENCY**

The City Skills & Job shop which was funded by City College and BHCC is operating well; the shop is also used by the Jobcentre, the National Careers Service and other local training providers to promote learning, work placement opportunities and jobs for local people. The Apprenticeship Training Agency has 15 apprentices recruited working with local SME's across a range of sectors.

- **ECO-TECH BUSINESS PARK**

Toads Hole Valley (the proposed location for the business park) has been designated for housing education community and employment use within the draft City Plan. A date has not been set for a formal Planning application to be submitted

- **HIGH VALUE JOBS**

City Prospectus – The new inward investment prospectus in the form of an on-line website was launched in November 2012. Entitled Brighton for Business the website promotes the city a place for businesses investment e.g. FDI, business start up or business relocation (see Brighton for Business website launch above 6.2.1.1 for further details)

- To this end the sign off of the ESR has been deferred to July 2013 allowing time for the City Deal proposition to be refined, the C2C growth plan to be drafted and the ESR to be aligned.

Future Work Planned

- The Economic Strategy Refresh (ESR) was commissioned in 2012 by BHCC and Brighton & Hove Economic Partnership (BHEP); consultants Roger Tym & Partners and Bio-Regional were awarded the contract. A working group chaired by Geoff Raw Executive Director for Environment Development & Housing is overseeing the work. The ESR will include a range of projects designed to help deliver the five strategic priorities:

1. To enhance Brighton & Hove's distinctive destination and lifestyle offer
2. To grow quality jobs and business opportunities in higher value and low carbon sectors
3. To better align jobs skills to projected needs and in support of higher value sectors
4. To tackle barriers to employment and to create employment opportunities for all
5. To establish a strong and influential Greater Brighton City Region

The strategy is due for sign off by BHCC in July 2013 and by BHEP in September 2013.

- The Greater Brighton City Deal negotiation is underway and there is a need to ensure that the ESR and the City Deal propositions are mutually reinforcing. Similarly the Coast to Capital Local Enterprise Partnership is currently developing its growth plan for the region; the growth plan will be used to determine the priorities for EU regeneration funding for the period 2014 – 2020

Barriers to Performance

- The Economic Strategy Refresh will identify key barriers to job creation (such as suitable and affordable workspace) and appropriate actions to address these
- Future job creation initiatives will be reliant on external funding and Government agreements (e.g. through City Deal), hence the scale and scope of interventions is hard to forecast at present

Accountable Officer: Geoff Raw

5.3 Culture of learning and training for people of all ages

5.3.1 Children and young people leave full-time education with the skills, qualifications and knowledge to secure employment, apprenticeship or to progress in their education

Action	Status	Start Date	End Date	Progress
5.3.1.1 Progress update: Children and young people leave full-time education with the skills, qualifications and knowledge to secure employment, apprenticeship or to progress in their education	Ongoing	01-Apr-2012	31-Mar-2013	Ongoing
Responsible Officer : Michael Nix - Partnership Advisor				
<p>ACTION PROGRESS COMMENTS:</p> <p>Progress so far</p> <p>The final validated GCSE results published in the Department for Education performance tables in January 2013 showed a 3.6% points improvement (to 56.4%) in the proportion of Brighton & Hove schools' students achieving 5+ A* - C grades including English and Maths. This compared favourably with the England average improvement (0.6% points) and the statistical neighbour average improvement (1.7% points), although the Brighton & Hove schools' performance is still lower than these two comparators.</p> <p>The annual NEET (not in employment, education or training) figure for local authority areas published by the Department for Education (DfE) is the average across Nov – Jan each year. The figure for Nov 2012 to Jan 2013 was the best ever for Brighton & Hove at 6.7%, one of the most improved LA areas in England. This improvement was achieved in the context of an authority with a much lower 'not known' figure than many other authorities, again much improved in the previous year. The Brighton & Hove Youth Employability Service (YES) was one of three LA teams invited by the Local Government Association to participate in a good practice project, concluding with a conference attended by many other LAs keen to learn from our practice in Brighton & Hove.</p> <p>The Raising Participation Age project, funded by the DfE, has continued to focus issues of developing suitable provision for those who otherwise may disengage from learning, together with appropriate support, advice and guidance. Although the DfE funding ceased in March 2013, the project is continuing for another year as the participation age is raised to 17 from September 2013. The YES team has worked closely with the Youth Contract provider to try to reach those who are most disengaged.</p> <p>Future work:</p> <p>The focus for securing school improvement and raising attainment in the secondary schools sector continues to be through the Secondary Schools Partnership (SSP) of the nine schools and academies. However, the local authority has recognised the need for stronger support and challenge to be brought to this arrangement and has agreed with the SSP that an experienced senior leader should be commissioned to provide this. The SSP's target, supported by a joint action plan, remains being in the upper quartile of statistical neighbours in the proportion of students achieving 5+ A* - C grades including English and Maths by 2014. This will require further improvement to at least 62% by that date.</p> <p>The key focuses of the SSP action plan are on improving teaching and learning so that at least 80% of teaching in secondary schools across the city is good or outstanding, and on improving leadership and management at all levels. The aim is that all nine schools should be judged good or outstanding by 2014, and that this will be supported through collaborative support and peer challenge.</p> <p>Maths has been identified as an area of weakness in the city, at both primary and secondary levels. The authority is facilitating a city wide Maths Project, working with schools, the universities and employers to identify ways of addressing this weakness. The other key education improvement priority for the city is closing the gap in performance between children and young people in disadvantaged groups and all other children and young people.</p> <p>Accountable Officer: Heather Tomlinson</p>				

5.3.2 Every child and young person has the opportunity to access excellent and inclusive child care and education

Action	Status	Start Date	End Date	Progress
5.3.2.1 Progress update: Every child and young person has the opportunity to access excellent and inclusive child care and education	Ongoing	01-Apr-2012	31-Mar-2013	Ongoing
Responsible Officer : Caroline Parker - Sure Start Service Manager				
<p>ACTION PROGRESS COMMENTS: Progress so far Brighton and Hove was named as one of the top 10 local authorities in the country in the last Ofsted Early Years annual report based on the percentage of good and outstanding childcare providers in the city. Brighton & Hove's figure of 88 per cent compares well with the equivalent figure for England as a whole of 74 per cent. The Council funded 222 free childcare places for disadvantaged two year olds for 15 hours a week in 2012/13, an increase from 135 in 2011/12 and above the initial target of 199 places.</p> <p>Future work planned. The Government has announced a statutory duty for local authorities to provide free childcare for 20% of two year olds from September 2013 and 40% of two year olds from September 2014. This will be funded from the Dedicated Schools Grant. The main areas of work are to increase the number of childcare providers offering free places, publicise the offer to parents and develop additional childcare places for September 2014.</p> <p>Accountable Officer: Heather Tomlinson</p>				

5.3.3 Raise adult literacy, language and reading skill levels

Action	Status	Start Date	End Date	Progress
5.3.3.1 Progress update: Raise adult literacy, language and reading skill levels	Ongoing	01-Apr-2012	31-Mar-2014	Ongoing
Responsible Officer : Sally McMahon - Head of Libraries & Information Services				
<p>ACTION PROGRESS COMMENTS: In 2012-13, Libraries have made significant contributions to raising literacy, language and reading skills through engaging children and adults in development and learning activities.</p> <p>In 2012-13 we have:</p> <ul style="list-style-type: none"> • Added 45,950 books and other items to stock • Issued 1.262 million books and other items • Joined 17,494 new members • 145% increase on the previous year of customers taking up the e-book and e-audio offer borrowing 3,981 titles. <p>Adults: Libraries work with Family and Adult learning providers to support literacy, language and reading development. We held author, family and local history events, reading and writing groups and targeted events for adults with special needs. In 2012-13 we held:</p> <ul style="list-style-type: none"> • 64 adult and family learning events with 443 people attending • 145 reading or writing groups with 1,024 people attending • 30 visits from adults with special needs with 148 people attending 				

Overall we held 408 events for adults with 2,609 people attending.

Examples:

We aim to raise literacy standards by bringing people together to explore books in different ways in a series of events throughout the year.

April 2012 – World Book Night encourages individual readers to gift books to light to non-readers and encourage people to take up reading on a recommendation.

July-August 2012 – Libraries ran the Summer Reading Challenge a cross 15 locations addressing the drop-off in children's reading levels over the summer holidays.

September 2012 – Libraries supported City Reads, which increases reading skill and comprehension through, by taking the event out into the community and engaging more than 390 people in communities cross the City in our events.

March 2013 Libraries supported the first Young City Reads through schools across the City.

We run a series of groups which encourage people to read.

Brighton and Hove libraries work in partnership with collected works to run 3 volunteer-led Read Aloud Groups which target people with visual impairment, bringing diverse communities together to read and support each other's reading through reading aloud and developing their understanding of texts. In February 2013, 2 further groups were set up to meet community needs.

Libraries support and promote books to customers encouraging them to improve their reading level by exploring new titles. In Feb 2013 we actively promoted collections of Quick Reads across the city, designed to improve literacy for emergent readers.

Children:

Libraries provide a wide range of services to support literacy, language and reading skills development, including Bookstart packs to get children interested in books and reading from an early age; pre-school visits, Homework clubs to support children learning afterschool; class visits, author and poetry events; rock and rhyme sessions to develop rhythm and language skills; summer reading challenge to maintain children's reading levels over the long summer holiday. This year for the first time, we have been supporting one to one pupil/teacher sessions in libraries to extend our inclusion activities. Some examples of statistics below

- 118 one-to-one pupil/teacher sessions in libraries
- Delivered Bookstart packs to (on average) 64% of new born babies and 100% of 3-4 year olds
- 2,139 children took part in the Summer Reading Challenge
- Nearly 400 Homework club sessions held with over 3,000 attendances
- 800 school visits to libraries with nearly 16,000 children taking part

Overall, in 2012-13 libraries held 1,740 events and activities for children with 24,704 children attending.

Future Plans:

Libraries have a healthy bookfund so can continue to provide an excellent range and number of books and other resources to help literacy, language and reading skills development across the city. We intend to continue to offer the current range of services to adults and children as illustrated above. We are developing our provision as part of the national initiative called Universal Reading Offer, which aims to work with partners such as The Reading Agency (TRA) and publishers to encourage reading and motivate people to develop their reading and writing skills.

Libraries are developing local partnerships with other council departments, third sector agencies and private sector providers, to develop interesting events and activities to promote and support reading and skills development. We are targeting some provision on people with special needs, people with disabilities, and non-traditional readers such as young men and boys.

Barriers:

Potential barriers are the resistance to working across boundaries from some potential partners. We are seeking to overcome this by promoting the significant role that Libraries can play in developing people's interest and skills in reading, language and literacy, showing that by working together we can achieve better value for money and positive outcomes by

taking advantage of the wealth of resources and facilities that already exist in public libraries.

Accountable Officer: Catherine Vaughan

5.3.4 This is a digitally literate and accessible city

Action	Status	Start Date	End Date	Progress
5.3.4.1 Progress update: This is a digitally literate and accessible city	In Progress	01-Apr-2012	31-Mar-2014	50%

Responsible Officer : Sally McMahon - Head of Libraries & Information Services

ACTION PROGRESS COMMENTS:

Progress so far:

Libraries are one of the few places people can go to access high speed internet access for free in 14 locations across the city. Library staff regularly support people using library computers for a wide range of digital activity, ranging from emailing friends, hunting for jobs to detailed research activities. Libraries also provide help learning how to get online and have supported the Race Online national initiative. Libraries also provide special Council Connect sessions where volunteers provide longer help to people who need it. Some examples of our activities 2012-13 are below:

- 1.7 million library website sessions
- Over 13,000 people helped to get online for the first time through our participation in Race Online
- 222 Council Connect sessions supported 1,906 people
- 112 other IT sessions were held, supporting 387 people

In a survey of library computer users, we found that 55% were using it for emailing, 45% were finding information, and 31% were looking for jobs (three top uses).

Future plans:

Libraries took part in a national survey of library staff skills and confidence in supporting people accessing information and services online, and we are using the results of that survey to develop a training programme to prepare library staff to support people as the 'digital by default' agenda rolls out from Government. In particular to support people facing the impact of the welfare reforms.

We are working together with Housing colleagues to target support to people in council or social housing, to enable them to do things digitally, by providing training and drop-in support sessions. We are planning to hold targeted support sessions in libraries to help people seeking work, or help them accessing housing or welfare benefits online.

We are extending our Home Delivery Service to use mobile IT devices (eg tablets) to take IT out to people who are housebound, initially to help them choose books but also to help them develop confidence and skills if they wish to get online at home.

We are joining in a national bid through the Society of Chief Librarians (SCL) in partnership with Online Centres Foundation (OCF) to deliver Assisted Digital Services for Government initially for the 25 exemplar services in 8 different government departments. The procurement process is taking place in the autumn.

Barriers and potential solutions:

Potential barrier is if we are unable to maintain a high speed network of computers in libraries, or fail to provide the most up to date software.

There are also challenges in supporting public access to IT in terms of complying with the legislation, ensuring people's person

data is safe and preventing misuse. Libraries have been providing this service meeting these challenges for over 10 years, and are willing to extend this support to other departments who are now offering public access facilities.

Accountable Officer: Catherine Vaughan

5.4 Reduce Child Poverty

5.4.1 Mitigate the impact of poverty on children's life chances

Action	Status	Start Date	End Date	Progress
5.4.1.1 Progress update: Mitigate the impact of poverty on children's life chances	Ongoing	01-Apr-2012	31-Mar-2013	Ongoing

Responsible Officer : Sarah Colombo - Childcare Strategy Manager

ACTION PROGRESS COMMENTS:

Progress so far:

- A cohort of families affected by the forthcoming Benefit Cap has been offered information and advice by the Council's Welfare Rights Team.
- Revenues and Benefits has commissioned independent benefit and financial advice for residents affected by the changes to Council Tax charges.
- The Stronger Families Stronger Communities (SFSC) Programme is on target to engage 225 eligible families by September 2014.
- The Family Information Service has extended its case working with families referred by Health Visitors to encompass Hangleton and Conway Court Children's Centre areas respectively.
- Moulsecomb Children's Centre and Turner Children's Centre has each set up a Food Bank for families in need using the Centre services.

Future Work planned:

- The Financial Inclusion Commission has identified lone parents, families, BME residents and those with disabilities as priority groups for the financial advice, banking and financial training programme to be commissioned in 2013.
- An automatic referral route has been agreed for families taking part in the SFSC Programme to financial inclusion advice to be commissioned by the Financial Inclusion Commission.
- Job Centre Plus is to second a full time member of staff in June 13 to the Integrated Team for Families to support progress to employment outcomes for SFSC eligible families.
- The Family Information Service will extend case working with families referred by Health Visitors to North Portslade Children's Centre.

Potential Barriers Faced:

- It will be unclear until at least April 2014 what the full impact of benefit changes may be for some families on very low incomes.
- Whilst the Brighton and Hove child poverty figure has reduced from 22% in 2009 to 20.6% in 2010 this may be due to the overall national drop in median income rather than to a reduction in actual poverty incomes for those below 60% of median income. There is insufficient evidence for Brighton and Hove to state this clearly.
- The jobs market in Brighton and Hove remains slow impacting upon parents' abilities to gain work.

Accountable Officer: Heather Tomlinson

5.4.2 Reduce the number of children living in poverty

Action	Status	Start Date	End Date	Progress
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5.4.2.1 Progress update: Reduce the number of children living in poverty	Ongoing	01-Apr-2012	31-Mar-2013	Ongoing
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Responsible Officer : Sarah Colombo - Childcare Strategy Manager

ACTION PROGRESS COMMENTS:

Progress so far:

- A cohort of families affected by the forthcoming Benefit Cap has been offered information and advice by the Council's Welfare Rights Team.
- Revenues and Benefits has commissioned independent benefit and financial advice for residents affected by the changes to Council Tax charges.
- The Stronger Families Stronger Communities (SFSC) Programme is on target to engage 225 eligible families by September 2014.
- The Family Information Service has extended its case working with families referred by Health Visitors to encompass Hangleton and Conway Court Children's Centre areas respectively.
- Moulsecoomb Childrens Centre and Tarner Children's Centre has each set up a Food Bank for families in need using the Centre services.

Future Work planned:

- The Financial Inclusion Commission has identified lone parents, families, BME residents and those with disabilities as priority groups for the financial advice, banking and financial training programme to be commissioned in 2013.
- An automatic referral route has been agreed for families taking part in the SFSC Programme to financial inclusion advice to be commissioned by the Financial Inclusion Commission.
- Job Centre Plus is to second a full time member of staff in June 13 to the Integrated Team for Families to support progress to/employment outcomes for SFSC eligible families.

The Family Information Service will extend case working with families referred by Health Visitors to North Portslade Children's Centre

Potential Barriers Faced:

- It will be unclear until at least April 2014 what the full impact of benefit changes may be for some families on very low incomes.
- Whilst the Brighton and Hove child poverty figure has reduced from 22% in 2009 to 20.6% in 2010 this may be due to the overall national drop in median income rather than to a reduction in actual poverty incomes for those below 60% of median income. There is insufficient evidence for Brighton and Hove to state this clearly.
- The jobs market in Brighton and Hove remains slow impacting upon parents' abilities to gain work.

Accountable Officer: Heather Tomlinson

5.5 Vibrant, socially and culturally diverse city

5.5.1 Maintain and improve our reputation as a leading cultural city

Action	Status	Start Date	End Date	Progress
5.5.1.1 Progress update: maintain and improve our reputation as a leading cultural city	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Paula Murray - Assistant Chief Executive

ACTION PROGRESS COMMENTS:

The city council continues to support and develop a full cultural offer year-round for residents and visitors. We support through direct funding, business planning, fund-raising, advocacy, practical and logistical support, permissions, marketing, engagement and audience and participant development.

The Brighton Photo Biennial and Photofringe were very successful – with a particularly strong programmes of work in outdoor

and unusual spaces..

New cultural festivals included The Basement's 'Sick' – a cutting edge festival of contemporary performance looking at different aspects of health and sickness. The Science Festival in February was significantly bigger and higher profile this year bolstered through new partnerships with organizations such as Lighthouse programming thematic work.

Brighton Dome has had a successful year; there were over 450,000 attendances at ticketed events, plus newly monitored footfall through the foyer added an extra 200,000 day time visitors. Learning, Access and Participation work continued to engage with many parts of the local community, reaching around 15,000 people last year. In particular there was growing work with the Youth Offending Service, engaging young people at risk of offending in artistic work that enables them to confront difficult issues in a safe and creative environment. Our partnership with South East Dance enabled the delivery of Three Score Dance, a dance company for the over-60s meeting and rehearsing at Brighton Dome every week.

Brighton Fringe is extending for another week into the half-term. That week hosts 2 new arts festivals specifically aimed at children and young people:

* The Youth Arts Collective led 'B-Fest' aimed at 11-18 but with plenty of 8 and over activity.

* Hi-Jack – the under 11/ very young arts festival led by Komedia Productions which emerged from the arts and creative industries commission led Children's Festival

Also for Children and Young people, the now autonomous Express Network was successful in securing Artswork funding. They commissioned Culture Shift to contact every school in the city, to identify an arts champion and connect them to the network.

The Youth Collective were successful in winning the Youth Commissioning contract and have instigated an ongoing project to drive up the number of young people achieving Arts Awards in the city.

The Music Hub launched in March 2013 with a spectacular event in Brighton Dome featuring a ranger of musical talent in the city. The event was streamed afterwards on the Brighton Dome website.

Accountable Officer: Paula Murray

5.5.2 All residents have opportunities to engage and participate in the city's sport and cultural offer

Action	Status	Start Date	End Date	Progress
5.5.2.1 Progress update: All residents have opportunities to engage and participate in the city's sport and cultural offer	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Ian Shurrock - Head of Sport and Leisure

ACTION PROGRESS COMMENTS:

Progress so far:

Active People Survey 6 results (April 2012)

- 23.7 % of adults in Brighton & Hove take part in sport and physical active recreation compared to the national average of 21.8%
- 64%% of adult residents in Brighton & Hove want to start playing sport or do a bit more.
- 5.6% of adults residents are regular sports volunteers compared to the national average of 7.3%
- 24.7% are members of sports clubs compared to 23.3% nationally

Joint Needs Assessment on Sport and Physical Activity and Strategy

As part of the Sport and Physical Activity Strategy review, a Joint Needs Assessment on Sport and Physical Activity has been undertaken with 30 stakeholders interviewed, 75 clubs taking part in a sports club survey and 500 residents participating in a public survey on sport and physical activity in the city.

The findings from the consultations and the review of the existing Sports Strategy will inform the new strategy which is

currently in draft and goes to Committee in September 2013.

The top three sports which male and female respondents felt the strategy should focus on are swimming, walking and cycling. Yoga, athletics, tennis and dance also featured highly.

These were the top three priorities identified for the strategy:

- 1 – Supporting and developing local voluntary clubs and groups who deliver sport and physical activity.
- 2 – Increasing physical activity levels of all residents
- 3 – Support local clubs to access funding

The needs assessment is completed and being taking to be ratified at the Healthy City Partnership Group in October 2012.

Sports Facilities

The council's new 10-year Sports Facilities Plan was approved at Cabinet in April 2012 and contains the following recommendations;

1. Build a new large multi-purpose sports centre
2. Increase the number of community swimming pools
3. Facilitate the opening of a purpose built gymnastics facility
4. Increase levels of community access to existing school facilities
5. Improve the quantity and quality of health and fitness facilities
6. Improve existing athletics facilities including replacement of the track at Withdean
7. Develop Withdean as a multi sport hub
8. Improve the quantity and quality of artificial grass pitches

A £2.6 million capital development to extend and improve the health & fitness facilities at Withdean Sports Complex is currently being built and is due for completion by January 2013. Other improvement projects that have been completed include the refurbishment of the pool changing rooms at King Alfred Leisure Centre, the replacement of an Artificial Turf Pitch at Stanley Deason Leisure Centre and the refurbishment of the changing rooms at Hollingbury Park and Waterhall Golf Courses. Also, a successful application was made to Sport England's Inspired Facilities Fund and a grant of £150,000 has been awarded to the council as a contribution towards the replacement of the athletics track at Withdean Sports Complex. The replacement of the track requires favourable weather conditions and is therefore scheduled for the end of the main athletics season this summer.

At the council's sports facilities including swimming pools, sports halls, health & fitness facilities there were a total of 1,226,295 attendances during the year by people taking part in sport and physical activity. In addition, there were also 31,379 rounds of golf played at Hollingbury Park and Waterhall golf courses.

The Free Swimming scheme for children aged 11 and under has continued with 35,087 attendances during the year. The scheme was extended in June 2012 to include 12-16 year olds during selected sessions and this has achieved 668 attendances.

Delivery of Programmes & Events

The excitement and euphoria of the London Olympics and Paralympics the games showed how sport can bring people and communities together, and the Sports Development team worked with local partners to raise the profile of sport in the City and develop local opportunities.

A 2012 sporting calendar was developed for the City and events delivered included the Torch Relay, TAKEPART, Big Dance, the Older Peoples Sports Day, Gay Games, Big Dribble Hockey, 5 ring Walks and Levelmpics. The Sports Development Active for Life project delivered 21 Olympic challenges at community events.

A grant of £20,000 was secured from Sport England to develop Ping pong. The grant enabled 40 Ping tables to be located across the City with over 35,000 people taking part and creating a lasting legacy of the games. Social ping is an older persons table tennis project based in 3 sheltered housing schemes to encourage residents to be more active.

Since the games, memberships and attendance levels have increased in our local sports clubs and groups. The team have supported the establishment of the city's first Handball club following interest following the London 2012.

Sports Development collaborated with 112 partners to develop and deliver TAKEPART, the 2 week Festival of sport with the launch event with 19 different zones including a disability zone, 8 targeted events and 7 TAKEPART local events. Over 40,000

residents took part in TAKEPART Festival Activities at 264 taster sessions.

Holiday activity programme are delivered locally through the Active For Life project and the citywide Summer Fun holiday sports and activity courses were more popular than ever with waiting lists for many of the 55 different sports. In total 805 children and young people attended with many feeding into existing clubs.

With partnership funding the skate parks and skating opportunities in the City have been developed. The skateworker has supported the Skate Association and events and skate programmes have been delivered across the City including a girl's only programme. Training has been provided to 12 volunteers from Hove Lagoon skatepark to organise community events with two events already successfully held.

The 2012 Brighton Marathon was another great success and there was huge increase in recreational running in our local open spaces and parks. The Active for Life team delivered five 10 week running courses for children who then participated in the mini mile races.

There were 11,527 attendances by residents living in areas of higher deprivation at sport and activity sessions delivered through the Active for Life programme. The team delivered 37 community sessions each week and target the least active. Targeted inclusion programmes include the Girls Getting Active for young women, Active Forever for older people, The Street Games Festival aimed at young people and weight management initiatives. Funding for two new disability sessions was awarded and these are being delivered in East Brighton. A very successful women only, faith sensitive swimming programme has been developed at the Brighton Swimming Centre.

A total of 350 regular weekly Healthwalks were provided as well as 5 Olympic themed walks and 15 special walks (art walks, nature walks, sunset walks etc) which in total were attended by 170 people. The Healthwalks scheme delivered by volunteers has seen 450 participants take part in 2917 walk journeys (throughput = an average of 7 walks per participant.) A new walk at Brighton Women's Centre and a walk for carers were launched.

One Volunteer Walk Leader Training Day was provided, with 15 new Walk Leaders trained. Sample walks and talks have been provided to 6 organisations to raise awareness of the health benefits of walking.

Supporting the sustainability of our sports and activity clubs

Training events to support local sports clubs have been attended by 174 club members. In addition, 162 sports clubs and groups were provided support and guidance including funding applications with external funding of over £186,000 being awarded to enhance activity provision. Over 500 clubs have been promoted through the Active for Life website and directory - 6,300 people each month viewed the website.

The City Sports & Physical Activity Awards were held in October where the achievements of local individuals and organisations were recognised and the grants scheme launched. Grants were awarded to 26 organisations and 6 individuals to support the development of sport and physical activity in the city.

The Sports Development programmes are attracting children and adults that are participating less than the recommended guidelines to improve the health and well-being of the city. The team are aiming to inspire people to participate, maximise the social and health benefits, improve the equality of access and develop partnerships to maximise resources and increase opportunities.

Accountable Officer Paula Murray

5.5.3 Thiving arts and cultural businesses

Action	Status	Start Date	End Date	Progress
5.5.3.1 Progress update: thriving arts and cultural businesses	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Paula Murray - Assistant Chief Executive

ACTION PROGRESS COMMENTS:

Progress so far

Negotiations with the Great Escape about an enhanced profile for Made in Brighton continues and is going well.

The Film City Initiative has been very successful with large numbers of attendees across all the industry focused meetings,:

- > Film Culture
- > Talent and Business Support
- > The City as a Film location

A report has been completed with next steps including:

- > The formation of a city wide steering group
- > The development of a Film City brand
- > A website launching autumn 2013
- > An action plan relating to each area of work

We have secured partnerships with Creative England, BFI and Arts Council England around developing the film cluster in the city across all 3 areas of work.

The Arts Partnership scheme remains an effective tool for leveraging additional investment: £800,000 has been levered into the city in support of our arts & cultural project partners. In other words every council £1 spent has helped secure a further £14.30, slightly down from £15.41 last year due to the impact of public sector cuts and failed matches.

The city council and arts and creative industries commissions continue to run regular 'breakfast sessions' for arts and cultural businesses. These meetings are a chance for the council to share intelligence about city priorities and to engage creative practitioners and entrepreneurs in the solutions. This included a meeting about the emerging 'Cultural Strategy' in January 2013.

The city council continues to provide an advice and support service to arts and cultural businesses at appropriate levels for their business needs. This ranges from 1 to 1's to attendance on project steering groups and observer seats on boards and management committees.

The Arts and Culture Manager is leading on the developing arts strands for Portas Pilot and for Re:create, working with colleagues in Economic Development.

This includes developing cultural strategy and programme for London Road and Valley Gardens.

Space remains an issue and the city council continues to work with cultural and creative businesses to identify opportunities for spaces – temporary and permanent. This includes involvement in the Pop Up programme as part of Re:create, supporting the temporary use of Circus Street and helping the development of a community arts space at St Marks. The city council helped the Basement secure inward investment for the outdoor programme on Jubilee Square which will run from Spring 2013 to Spring 2014.

A new independent and small scale performance venue has opened on London Road called the Emporium. It will have a phased opening, as a 'pop up' during May and then opening fully in Summer.

Accountable Officer: Paula Murray

6 Reducing crime and improving safety

6.1 Root causes of crime are addressed

6.1.1 Reduced alcohol misuse and alcohol-related disorder

Action	Status	Start Date	End Date	Progress
6.1.1.1 Progress Update: Reduced alcohol misuse and alcohol related-disorder	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Kathy Caley - Commissioning Manager - Alcohol and Substance Misuse

ACTION PROGRESS COMMENTS:

The Alcohol Programme Board continues to bring together senior leaders with a shared responsibility for tackling the problems that alcohol brings whilst seeking to minimise any impact on related benefits. Membership of the Programme Board is diverse and has expanded recently. It is chaired by the Director of Public Health with senior input from across health, licensing, the police, probation and community safety. To cover the breadth of issues that are encountered when looking to address alcohol related harm, there is also membership from the two universities situated in Brighton and Hove, and from all organisations commissioned to provide support and treatment to people with alcohol related issues. In the last year representatives from the retail industry have joined the Programme Board, and now the Chair of the Brighton and Hove Licensees Association and the Licensing Manager from Sainsbury's are members.

The Director of Public Health took a paper on the work of the Alcohol Programme Board to the Health and Wellbeing Overview and Scrutiny Committee in February 2013. The Committee are very supportive of the work the Alcohol Programme Board is doing. A Scrutiny Panel on Alcohol will now be convened and will focus on four areas: developing alcohol free events; responsible retailers; promoting responsible drinking and Brighton and Hove's culture as a party city.

Domain Group 1 - Addressing the Drinking Culture (DG1)

Progress so far:

- Development of alcohol free events continues to be a priority for the Alcohol Programme Board. As well as looking to expand the Pink Fringe, consideration is being given to the development of an extended programme of specific alcohol free events for young people. This could include 'dry' club nights at city venues.
- Work is underway to develop a network of designated best practice retailers who are branded as such and commit to specific measures such as better proxy purchase detection, corralled drinking areas, limited alcohol promotion and better information for consumers (units of alcohol and associated calories purchased). As a member of the Alcohol Programme Board, Sainsbury's have indicated that there is scope to work with Brighton and Hove to limit the availability of alcohol during high profile events. This could include a temporary suspension of alcohol sales during Pride from Sainsbury's close to potential hotspots. Support for the Bevendean Community Pub Project, as outlined in previous reports, is another example of a best practice retailer.
- Parents and older siblings are often involved in the purchasing of alcohol for younger people. The possibility of a 'parental contract' is being explored, which would encourage parents to sign up to not supplying alcohol to their children if they are under 18. A meeting with Head Teachers recently took place where this was discussed in more detail.

Future work planned:

- Work with the Council events team to better understand the types of events currently put on in Brighton and Hove, the economic and social benefits to the city and how responsible drinking can be encouraged.
- Feed into the Alcohol Scrutiny Panel that is being established.

Barriers to future performance:

- Given the strong economic benefits of alcohol sales in the city it may be challenging to develop alcohol free events.

Domain Group 2 – Availability of Alcohol

- Cumulative Impact Zone (CIZ) extended
- Support for minimum unit pricing set out
- Having influenced National Alcohol Strategy and Licensing policy

- Having influences the Police Reform and Social Responsibility Act

Future work planned:

- Monitoring and response to Home Office Consultation on Late Night Levy and Early Morning Restriction order introduction. If introduced could become a funding steam for initiatives.
- Continued roll out of work programmes to reduce illegal alcohol sales e.g. investigation of smuggled, falsely described and illicit alcohol supplies.

Barriers to future performance:

- National uptake of the Late Night Levy is slow, and one of the key issues is considered to be the level of income available from it. The Licensing Committee is deferring a decision locally currently, to see how it is working in early adopter areas.

Domain Group 3 – Night Time Economy

Progress So Far:

- Alcohol Diversion Scheme has been rolled out. People arrested for drunken behaviour are offered the opportunity to attend a course outlining the key issues with their drinking behaviour, rather than receiving a penalty notice. Impact in pilot areas has been very good.
- Safe Space continues to run every Friday and Saturday night in the city centre helping people distressed or injured as a result of alcohol.
- Tami Marshalls also continue to run.

Future work planned

- In a move away from the 'traditional' drinking environment, work has been taken forward in conjunction with the council Arts Team to develop alternative events throughout the year which help to encourage responsible drinking and promote the city as a focus for cultural activity. 'White Nights' is one example of this. This work will continue with a view to developing a wider range of activity options and alternatives, for all age groups. The aim is to establish a new norm for people participating in the night time economy in Brighton and Hove.

Barriers to future performance:

- Funding for initiatives such as Safe Space and taxi Marshalls need to increased to sustain these services.

Domain Group 4 – Early Identification, Treatment and Aftercare

Progress so far:

- A recent project has looked at student drinking behaviours. The project was led by students as part of their volunteer placement posting. The results will be used to develop a health promotion campaign directed at students with the aim of reducing excessive drinking.
- With help from the National Treatment Agency (now part of Public Health England), a Hospital Alcohol Clinical Champion job description has been drafted. Dr Masha Finn, A&E Consultant has agreed to take on this role at the Royal Sussex County Hospital. This role will help to disseminate messages about the important of alcohol screening and brief advice to people attending A&E/being admitted to hospital with an alcohol related issue.
- A post has been seconded from Adult Drug and Alcohol treatment services to Children's Social Care (CIN and ACAS teams). The post will improve co-ordination and communication between adult treatment and children's social care. Staff within children's services will be trained up on identification and screening to address parental substance issues, with a view to providing earlier interventions.

Future work planned:

- The last procurement exercise for substance misuse and alcohol services took place in 2007. Given the recent national strategy developments, promoting a move to recovery and re-integration, it is timely to review drug and alcohol services available locally, and undertake a re-tendering exercise to shape the future delivery of services. This would be with a view to having new contracts awarded and services operational from 1st April 2015.

Barriers to future performance:

- Working with the local A&E department and hospital is a key priority to drive down alcohol related hospital admissions. High workload and conflicting priorities can make it difficult to deliver necessary training to staff on alcohol identification and brief advice.

Accountable Officer: Tom Scanlon

6.1.2 Reduced drug misuse and drug-related offending

Action	Status	Start Date	End Date	Progress
6.1.2.1 Progress update: Reduced drug misuse and drug-related offending.	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Kathy Caley - Commissioning Manager - Alcohol and Substance Misuse

ACTION PROGRESS COMMENTS:

Progress so far:

The Independent Drugs Commission [IDC], supported by Council officers and local advisors, completed its deliberations in March 2013 and its final Report was published in April, with nineteen recommendations, spanning four areas of work, in the form of challenging questions:

- Are the current strategies to prevent drug related deaths sufficient to achieve a significant reduction in the coming years?
- Are the policing, prosecution and sentencing strategies currently pursued effective in reducing drug related harm?
- Are we doing enough to protect young people and to enable them to make informed decisions around drug use and involvement in drug markets?
- To what extent does the treatment system meet the treatment and recovery needs of the citizens of Brighton and Hove?

The Report drew on both consultation - with local people; young people; those who take drugs, attend treatment and support services or have family members with drug problems; and those who are affected by the presence of drug markets - as well as on advice and evidence from external experts and local officers. Its launch generated widespread media attention, primarily in respect of its recommendation that “the feasibility of establishing a form of consumption room as part of the range of drug treatment services in the city” be explored.

Estimates of levels of drug use amongst young people, based on data from service providers or local surveys, suggest they remain higher than the national average but, in tandem with national trends, they have been on a downward trajectory during the last decade. The most recent findings of the annual Safe and Well at School Survey [October 2012] indicated that 77% of 14-16 year olds had never used non-prescribed drugs, the same percentage as in 2010. Of the 23% who declared they had used, 80% had used cannabis, down from 89% in 2010, but use of other drugs had doubled since 2010, from 21% to 42%. This may reflect the increasing number of new psychoactive substances that have appeared on the market, with the European Centre for Drugs and Drug Addiction reporting 73 new drugs in 2012-13 via over 690 online sites and specialized “head shops”, which it describes as a fundamental shift in the markets for illegal drugs. Locally, of the 156 under 18s in treatment with the young people’s specialist service during 2012-13, 84% were for cannabis, 63% for alcohol and 35% for stimulants, of whom 84% had successful completions [i.e. discharged either drug free or as an occasional user].

For adults, performance indicators have continued to improve in quarters three and four, with targets exceeded for: the number of adult drug misusers in effective treatment [1.5% target and 4.1% achieved]; and the proportion of people leaving treatment who did so as a planned exit [50% target and 57% averaged]. Although still below the locally set target of 10%, the number of successful completions as a percentage of the total number in treatment has steadily increased and in December 2012, at 8.7% for opiate and/or crack users, moved into the national top quartile range for the first time. The partnership was commended by the National Treatment Agency for this achievement, as well as for its performance in respect of blood borne virus interventions, which were well above the national average. The Golden Thread Steering Group [Domain Group 1] has met bi-monthly and rated 12 of its 21 point Implementation Plan as green, the remainder as amber. This Group, together with the Harm Reduction Domain Group 2 and the Emerging Trends and New Psychoactive Substances Domain Group 3, reports quarterly to the Substance Misuse Programme Board. Following the successful fourth UK Recovery Walk in Brighton in September 2012, financial and other support has been given to a local enterprise, Cascade Creative Recovery, aimed at establishing a one-stop, multi purpose, Recovery Café.

With regard to drug related deaths, for 2011 St George’s Hospital national data showed Brighton & Hove as having a rate of 8.8 deaths per 100,000 population, the eighth highest in the UK, with 20 deaths. This represented a 35.3% reduction from the previous year, when there were 34 reported deaths and Brighton & Hove was ranked highest. Between 2009 and 2011 there has, therefore, been a 60% reduction in drug related deaths, a trend which the IDC Report noted as “encouraging” whilst emphasising that “the distress caused to families and friends makes it a necessity that better ways are constantly sought to

minimise these personal tragedies”.

The Communities Against Drugs [CAD] Neighbourhood Liaison Officers continue to undertake targeted street surveys, aimed at increasing public reassurance regarding the effectiveness of reporting concerns to the police and to assuage those concerns by publicising measures that have been taken. The CAD team, now integrated into the Safe in the City Delivery Unit's Projects Team, retains lead responsibility for the delivery of the European [Interreg] funded Communities and Families Tackling Addiction [CAFTA] three year project. This includes the piloting of hotspot audits in response to drug and alcohol related referrals from residents and Local Action Teams, which have taken place in Conway Court and Eaton Villas, Hove; Craven Vale; and Heron and Falcon Courts and Wiston Road, Whitehawk. In addition, the Children and Adults Talking Together [CATT] Programme, to support the non substance misusing parent or kinship carer of children affected by parental substance misuse, has delivered its first eight week course at Brighton Oasis Project.

Ongoing monitoring of Operation Reduction has continued to provide evidence of its impact on disrupting drug markets, on levels of acquisitive crime, and on reducing demand for drugs by diversion into treatment. Since its inception in 2005, there have been a total of 717 arrests and 784 referrals into treatment, as at 31.3.13. Local partnership intelligence sharing initiatives have contributed to its success.

Future Work Planned

A Working Group has been convened to consider the findings of the IDC via identified lead agencies and individuals, with a view to taking actions as agreed by local partners and monitoring progress in anticipation of the IDC producing a supplementary report in April 2014, as requested by the Safe in the City Partnership.

For children and young people, JSNA priorities include: increasing staff competencies; accessing more parents and carers with appropriate information and advice; assisting schools to deliver high quality drugs education and PHSE; and further developing resilience based family interventions. In addition, there will be consideration of IDC recommendations relating to: improving the speed and nature of the response to changing drug use; strengthening identifiable protective factors; improving the pathways between generic and specialist services [including the transition from young people's to adults'] for diverse groups; and promoting the use of varied social media to disseminate information and advice.

For adults, there will be consideration of IDC recommendations relating to: improved responses to the needs diverse populations; within the re-tendering for services process beginning in 2013-14, the promotion of a recovery culture, including abstinence targets; enhanced access for those with dual diagnosis and complex needs; and a broadening of the service user and carer support network. In addition, there will be sustained efforts to reduce the proportion of people in treatment for over four years, which averaged 34.4% in 2012-13, below the locally set target of 25% [although better than the national average of 36.6%, which reflects an ageing cohort of opiate and crack users].

With regard to drug related deaths, the recommendations of the IDC will be considered, relating to: enhanced information gathering and audit; reduced usage, diversion and dealing of prescription only drugs, particularly benzodiazepines; a consumption room feasibility study; extending the three year funded Injectable Opioid Treatment Programme; extending the current provision of overdose aid training; and focusing on the high risk category of prisoners at the point of release.

The Communities Against Drugs Team will continue to deliver CAFTA initiatives including: a Silent Voices Conference on 25.7.13, aimed at the families, friends and carers of people involved in substance misuse; a training initiative for non specialist professionals, initially Housing Officers and Social Workers, to enhance identification and referral skills; and an educational programme, in partnership with Safety Net and the Healthy Schools Team, to be used as a resource for primary school teachers.

On enforcement, there will be continued effort at sustaining the successful impact of Operation Reduction in providing a dual approach which both disrupts local drug markets through apprehending dealers and reduces demand through diversion of level one offenders into effective treatment, with the longer term objective of achieving self-funding via assets seized under the Proceeds of Crime Act. The recommendations of the IDC will be considered, including further improvements in intelligence and information sharing; and extending the Operation Reduction model to non opiate and crack users;

Potential barriers to future performance

Whilst previous investment has been largely sustained in 2013-14 within the new Public Health budget, together with a contribution from the PCC budget, as with all sectors facing 2014-15 spending reductions and disinvestment, capacity to sustain delivery may be significantly impaired, risking the loss of some invest-to-save benefits.

Accountable Officer: Tom Scanlon

6.2 The city’s physical and social infrastructure is resistant to crime and disorder and people feel safer

6.2.1 Improved physical environment, physical and social infrastructure, and community resolution, and; Improved feelings of safety and quality of life

Action	Status	Start Date	End Date	Progress
6.2.1.1 Progress update: Improved physical environment, physical and social infrastructure, and community resolution, and; Improved feelings of safety and quality of life	Ongoing	07-Oct-2011	31-Mar-2013	Ongoing

Responsible Officer : Matthew Eastal - Senior Sustainable Communities Officer

ACTION PROGRESS COMMENTS:

Progress update:

- Supporting the Local Action Team network. Since the last report the city council has been listening to calls from LATS to be better promoted, more widely accountable and accessible to the communities they aim to represent. In response to these need promotional materials suitable for use at events and “pop up” opportunities such as school gates/ local summer fêtes are being produced. LATs and community groups are being supported to set up and manage their own independent web presence to enable them to share ideas and solutions, Officers have attended events to promote community involvement in community safety/crime reduction activities.
- The impact of substance misuse on local neighbourhoods. The last quarter has seen the work of the Neighbourhood Liaison Officers promoted to local action teams and as a result we have received direct requests for specific area focussed work. These requests have resulted in the formulation and delivery of local action plans tailored to address specific issues raised. Also work has started with partner agencies on an initiative to reduce the problem of drug consumption in stairwells of low/high rise blocks of flats.
- Micro web sites have been developed with Local Action Teams to communicate and involve local people in setting priorities and tackling local issues with service providers. These sites share experience and best practice of what and does not work to improve the local environment
- Levels of Cleanliness across the city were recognised by the award of 4 Stars in the Large Population Category 2012 Clean Britain Awards. These awards are run by the British Cleaning Council and The Chartered Institution of Wastes Management.
- The Hove Business Partnership recognised the good work done by the cleansing Team in Hove by awarding them a Hove Heroes award for 2012
- Targeted enforcement activity on fly posting is being undertaken by city clean with warning letters and visits to offending businesses where appropriate

Accountable Officer: Tom Scanlon / Geoff Raw

6.2.2 Build long-term resilience to all forms of extremism amongst individuals, institutions and communities; reduce harm and increase trust and confidence

Action	Status	Start Date	End Date	Progress
6.2.2.1 Progress update: Build long-term resilience to all forms of extremism amongst individuals, institutions and communities; reduce harm and increase trust and confidence.	Ongoing	07-Oct-2011	31-Mar-2013	Ongoing

Responsible Officer : Nahida Shaikh - Community Safety Manager (Hate Crime & Prevent)

ACTION PROGRESS COMMENTS:

Progress so far:

New national guidance was issued to partners about Channel – multi-agency process safeguarding and supporting vulnerable individuals to divert them away from risk of radicalisation and being drawn into extremist activity. A new vulnerability and risk assessment framework was also introduced nationally. The city-wide supporting vulnerable individual process was aligned to the new national guidance. We are working with the Safeguarding Children’s Board to have clear referral pathways and integrate procedures.

We continue to be the single point of contact, receive enquiries, offer advice and support to partner agencies in relation to individuals vulnerable to all forms of extremism. Initial assessment has been completed in four active cases and awaited in one. In two of these cases, a multi-agency panel assessed and adopted the cases despite low risks. An agreed action plan is being delivered and will be reviewed in future. Additionally, inquiries about 12 other individuals were received this year that were assessed as not suitable, although we continue to offer advice and support as relevant.

Ten WRAP (Workshop to Raise Awareness of Prevent) training sessions were delivered to 185 front-line staff from across partner agencies. The training builds an understanding of the Prevent agenda and forms of extremism, improves skills to help recognise those potentially vulnerable to radicalisation, clarifies referral pathways, and support available.

We continue to raise awareness of the diversity of local Muslim communities and influence the work programme of key partners to respond to identified gaps and unmet community needs through facilitating two working groups (see below). This work has increased access to mainstream and public services by improved partnership between the communities, the council and other statutory sector thus addressing some of the grievances and building resilience within the communities.

The Sports Working Group identified community priorities for access and participation in sports activities. Culture and faith sensitive women-only swim sessions and access to women-only gym/leisure facilities were identified as key priorities. Through site visit, a local private pool was assessed as suitable for women and it was agreed that the ‘Active For Life’ project will co-ordinate two six week swim programmes for Muslim and other minority groups starting in April 2013. A women’s swim group was formed to sustain the programme, continue to access funding and co-ordinate the project in future. The group agreed its draft terms of reference and will review this in 2013/14. It has been agreed that the membership of the group should be widened to expand its reach to other smaller community groups. Women and young people’s coaching needs were addressed through improved and targeted publicity to excluded groups, issues of improved training of contracted staff at leisure facilities was taken forward to address staff attitude towards visible Muslims, ethnic minorities and specific swimwear.

Muslim community members and City Parks representatives visited the Woodingdean Lawn Memorial Cemetery and identified faith needs in relation to the physical structure of the graves and washing facilities. The council Cemeteries Team carried out a research into existing best practice, findings from 54 other local authorities’ work with diverse faith groups were shared with the communities and used to develop best practice for the city. The Bereavement and Cemeteries Working Group agreed that the subgroup may possibly manage the wash room facility in future. This will be enabled through developing a compact of understanding outlining expectations and contractual responsibilities for the communities and statutory sector working in partnership. There are plans for a second site visit with a test digging for finalising options around grave format and wash room. The compact terms will be reviewed at the next working group and a communication plan is to be developed to inform all concerned about the services which will be provided in response to the diverse needs of residents. Membership will be widened to include the Coroner’s Office and other services.

Our engagement work with the diverse sections of Muslim and other faith communities, and our support to vulnerable groups and institutions continues through meetings, projects and other activities. These are subject to evaluations. We are continuing our partnership work with the communities on specific projects with joint decision making, thus building their capacity and resilience. For example, the Brighton and Hove Muslim Women Group (BHMW) Parenting facilitators delivered a ten week Family Links Nurturing Programme to 11 Muslim women with parenting issues. The women attendees completed

weekly evaluations, quantitative analysis is still awaited. Two feedback sessions with attendees and facilitators established that the women found the course beneficial and wanted ongoing support. BHMW agreed to provide bi-monthly support meetings. We will explore the sustainability of this project and its use as an intervention in future.

We continue to monitor community tension, and carry out engagement and reassurance work to prevent escalation and minimise impact on community cohesion. Meetings and other work with communities took place ahead of the March For England (MFE) in April 2013.

The National Prevent Delivery Unit conducted a one day event, 'Operation Archer', in Sussex. We successfully engaged various communities, the education sector, and statutory officers. Participation in this event improved understanding of the impact of counter terrorism operations on communities and on community cohesion. We are seeking to develop a shared local understanding around processes, structures and communications for managing potential conflicts to minimise their consequences and to build community resilience.

We continue to chair and facilitate the Sussex Prevent Partnership Board providing strategic direction to the delivery of Prevent work in the county and to develop and share best practice.

Accountable Officer: Tom Scanlon

6.3 Risks for children, young people and families are reduced

6.3.1 Children are protected from risk and their safety increased

Action	Status	Start Date	End Date	Progress
6.3.1.1 Progress update: Children are protected from risk and their safety increased	Ongoing	01-Apr-2012	31-Mar-2013	Ongoing

Responsible Officer : Steve Barton - Head of Stronger Families and Stronger Communities

ACTION PROGRESS COMMENTS:

Progress so far

There has been a further reduction in the number of young people entering the criminal justice system for the first time and the numbers of young people being sentenced to custody. There continues to be a small number of young people who re-offend, however their level of re-offending is a significant concern and a priority focus area.

A Youth Offending Service (YOT) re-structure has begun, including the completion of a youth crime stakeholder event, with a service user consultation exercise proceeding. We are in the process of working to develop a wide response to crime prevention / antisocial behaviour (ASB). All will inform the refresh and update the YOT Action Plan 2012/15.

See 3.2.4 and 3.2.5 on work to support sexual health, teenage parent, alcohol and substance misuse.

Future work planned

- The YOT action plan will be updated with the recommendations from the stakeholder event and young people consultation prior to completion
- To complete the restructure of YOT
- To work with partners across the city to implement a city wide response to crime reduction and support to re-offenders.
- To work across the YOT and communities to improve community resolution and reparation, so that both communities and young people's relationships improve particularly where criminal activity / ASB is involved.

The Joint Commissioning Strategy for Services for Young People, the children's services Value for Money and Stronger Families, Stronger Communities programmes will take forward the above initiatives alongside the initiatives set out in 3.2.1.

Barriers to achieving good performance

There continues to be a small cohort of young people who repeatedly commit offences and place significant demand on the

youth justice system as a whole. Implementing an effective restructure may impact on delivery during the process.

Accountable Officer: Heather Tomlinson

6.3.2 Reduced risks for families with multiple needs and reduced harm in neighbourhoods

Action	Status	Start Date	End Date	Progress
6.3.2.1 Progress update: Reduced risks for families with multiple needs and reduced harm in neighbourhoods	Ongoing	01-Apr-2012	31-Mar-2013	Ongoing

Responsible Officer : Steve Barton - Head of Stronger Families and Stronger Communities

ACTION PROGRESS COMMENTS:

The city's Stronger Families Stronger Communities Programme (SFSC) is now well established.

Governance arrangements are working well i.e. a multi-agency Partnership Board (chaired by the Director of Children's Services); a Programme Management Board (chaired by the Assistant Director); a multi-agency Delivery Board (chaired by the Manger of the Integrated Team for Families - ITF) and a Management Information Group (chaired by the Programme Manager).

The ITF is now fully staffed. Innovative secondment arrangements (with the Police, Probation, Housing, Adult Social Care, Children's Social Care and the Youth Offending Service) have increased the team's capacity, models our approach to integrated multi-professional partnership working and provides the basis for exit/sustainability strategies.

SFSC has worked very closely with the city's schools, meeting with the head teachers and pastoral care leads in each secondary school and many primary schools to agree care plans for individual children and identify further opportunities for joint working.

The programme is one of 3 initiatives in a Co-production Project funded by the Local Strategic Partnership and coordinated by the Community and Voluntary Sector Forum. As a result SFSC has recently contracted with a 3rd sector organisation to deliver a Family Coaching service to 45 families as part of the programme and is launching a scheme to enable other organisations to claim payment by results funding in respect of eligible families they are working with.

The national Troubled Families Unit have visited and commended our approach, especially our partnership arrangements and strategic approach to identifying cost savings to the council and its partners as a result of the programme.

At the end of May 2013 the programme: has identified 539 eligible families (against a target of 675 for the 3 year programme); has engaged with 188 families; has open/active case plans with 169 families; and has closed 19 cases. These figures are slightly below our projections but plans are in place to be on target by September 2013.

SFSC is essentially an action research project and we are collecting data from the programme to identify issues and opportunities to improve how the council and its partners work with families facing multiple deprivation. For example the programme is closely involved with welfare reform and financial inclusion initiatives, and work with vulnerable adults who are also parents.

Accountable Officer: Heather Tomlinson

6.4 Victims feel safer and their risks are reduced

6.4.1 Reduced domestic violence by increasing survivor safety and perpetrator accountability

Action	Status	Start Date	End Date	Progress
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6.4.1.1 Progress update: Reduced domestic violence by increasing survivor safety and perpetrator accountability	Ongoing	07-Oct-2011	31-Mar-2013	Ongoing
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Responsible Officer : Linda Beanlands - Head of Community Safety

ACTION PROGRESS COMMENTS:

Progress so far:

The city has sustained funding to specialist domestic violence and abuse services in 2012/13, although there will be a slight reduction in allocation in 2013/14. This has enabled the continued delivery of the Multi-Agency Risk Assessment Conference (MARAC), as well Crisis, Family and Adult and IDVA service through RISE. Other areas of the council, and partner agencies, continue to deliver activity around domestic violence as part of their 'core business', although challenges remain in the identification, coordination and measurement of activity across the city. There is an opportunity to address this, following the adoption of the city wide Violence Against Women and Girls (VAWG) strategy. This will allow the city to take actions to reduce domestic violence as part of an overall approach, which includes other associated crime types (specifically domestic violence and abuse; rape and sexual violence; stalking; female genital mutilation (FGM); forced marriage; crimes committed in the name of 'honour'; trafficking; sexual exploitation, including commercially through prostitution and the sex industry, and sexual harassment in the workplace and public sphere). As the first stage of this new approach, a revised partnership structure has been adopted, with strategic leadership to be provided by a VAWG programme board and activity across the associated crime types delivered across four themes (prevent, provide, protect and partnership). A VAWG Strategy Manager and Commissioner came into post in February 2013 to take this work forward.

Future work planned:

As part of the constitution of the VAWG Programme Board, the partnership will agree priorities for 2013-14. Activity is likely to focus around employee domestic violence policies to support staff, workforce development and developing a cross cutting communications strategy. The Partnership Community Safety Team will continue to support existing community based activities, including the 16 Days of Action in November as well as a review of the MARAC and the Specialist Domestic Violence Court (SDVC). The Partnership Community Safety Team is working with Sussex Police to identify opportunities to gain better and more consistent victim feedback.

The partnership will also need to consider how that the VAWG strategy is implemented with a focus on preventative work, as well as identifying the implications of the gendered approach in so far as it affects women and girls, but also men as perpetrators, victims, boys who witness or experience domestic abuse and allies.

Barriers to performance:

Domestic violence and abuse continues to be an underreported crime, although there has been a slight increase in reporting and positive outcomes for many victims through the criminal justice system. However, this crime type continues to be heavily impacted by two features - attrition and repeat victimization - which need to be analyzed to inform the commissioning of local services and their delivery. While the intelligent commissioning exercise in 2011/12 has provided a range of data that as informed the development of the VAWG strategy, there is a need to develop robust performance and outcome measures across the partnership (rather than as currently, principally relating to criminal justice data). This is a priority in 2013/14 and work has been initiated with East and West Sussex to identify a common data set and resources at a local and regional level to support the development of a domestic and sexual violence and abuse data set in the first instance, with its subsequent extension to all VAWG crime types.

Sustaining and developing service provision to meet demand will continue to be challenging in the context of reducing resources.

Accountable Officer: Tom Scanlon

6.4.2 Sexual violence and abuse is prevented and reduced

Action	Status	Start Date	End Date	Progress
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6.4.2.1 Progress update: Sexual violence and abuse is prevented and reduced	Ongoing	07-Oct-2011	31-Mar-2013	Ongoing
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Responsible Officer : Linda Beanlands - Head of Community Safety

ACTION PROGRESS COMMENTS:

Progress so far:

During 2012/13, the city has sustained funding to a local, specialist forensic and clinical sexual violence service and supported the provider to develop its capacity to deliver this activity. Please refer to 7.4.1.1 for information on the Violence against Women and Girls (VAWG) strategy and its application to sexual violence.

Future work planned:

The Partnership Community Safety Team is working with East Sussex to commission a joint ISVA service from October 2013 through to March 2015. This will provide an opportunity to review local practice and ensure that it is aligned to national standards, as well as ensuring that the service has greater resilience. As part of the VAWG strategy, the city will continue to develop its response to sexual exploitation, sex work and trafficking. The Partnership Community Safety Team will also need to take forward the recommendations from a recent domestic violence partnership seminar which addressed the experience of Gypsies and Travelers.

Barriers to performance:

Despite progress in recent years, sexual violence continues to be a significantly under reported crime, while sustaining and developing service provision to meet demand will continue to be challenging in the context of reducing resources. A significant trend to emerge in 2012/13 was the increase in reporting of historic offences, reflecting the national coverage of the issue of sexual abuse. This will have implications for the commissioning of local services and their delivery, in particular access to specialist counseling services. This is being reviewed in 2013/14 as part of the work to commission a joint ISVA service from October 2013 through to March 2015 with East Sussex. Please refer to 7.4.1.1 for information on the Violence against Women and Girls (VAWG) strategy and the development of an associated data set.

Accountable Officer: Tom Scanlon

6.4.3 Reduced racist/religiously motivated, LGBT and disability hate incidents

Action	Status	Start Date	End Date	Progress
6.4.3.1 Progress update: Reduced racist/religiously motivated, LGBT and disability hate incidents	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Nahida Shaikh - Community Safety Manager (Hate Crime & Prevent)

ACTION PROGRESS COMMENTS:

Progress so far:

Although an improvement is noted this year in the number of recorded hate incidents, the long term declining trend in reported Hate Incidents and Crimes continues. To this extent our focus on increasing reporting and resolving issues around appropriate identification and under-recording needs to continue.

The number of recorded incidents fall short of the target for the year, partly as appropriate processes that will yield accurate recording and performance figures started at different times in the year across partners (for example the duty system started in May 2012 in casework team; council housing are more certain of numbers since July 2012 when they introduced new procedures). The shortfall is also partly attributed to delay in getting monitoring and analysis data from other social landlords and NHS partners, and disaggregating data from some of the partnership databases such as ECINS. Reports to the Safeguarding Adult Board include number of alerts that also identify hate incidents as an issue without disaggregating them into type of hate incidents.

The Racial Harassment Forum (RHF) continues to work with the NHS Trusts to improve evidence base and partnership

working. The RHF has met with the senior leaders of one of the NHS Trusts and hopes to finalise monitoring and information sharing arrangements with them.

We worked with the LGBT Community Safety Forum to ensure that the International Day against Homophobia, Biphobia and Transphobia (IDAHOBIT) was supported and promoted across the city. New monitoring categories for gender identity agreed with community consultation have been accepted across the council and are currently being implemented.

The hate incidents campaign for the learning disabled was discussed and agreed at Disability Hate Incident Steering Group and will be jointly managed with the Learning Disability Partnership Board. This campaign will have a number of different strands led by different partner agencies. For example, the Casework Team will lead on the well-functioning reporting centres; Interact will lead on improving relationships and understanding with the police. Other key ideas include exploring the development of the 'safe shops' in the city where people can seek help, and the setting up of 'community connectors' who connect people with learning disabilities with non-learning disabled to be able to access and enjoy sports, leisure and community facilities.

Although, repeat victimisation has reduced compared to the previous year our focus on reducing repeat victimisation will continue. Improvements have been made in recording and search facilities on the ECINS database, which can now also store the risk assessments. Work is needed to monitor whether risk assessments in hate incident cases are being scored consistently and whether risk is managed through clear supervisory arrangements. This will also ensure better identification of high risk victims of hate incidents in the city. Better monitoring at the Multi-Agency Risk Assessment and Tasking Meeting (MARAT) and improving the flow of information from these meetings to the policy and lead officers will also be prioritised in future. Improved recording and monitoring of work with the offenders of hate incidents need to be focussed upon to reduce repeat victimisation.

The number of successful outcomes in LGBT Hate crimes has increased whilst presenting a mixed picture in other areas of hate incidents. Better support to victims through the court needs to be focussed on to reduce number of cases where no evidence has been offered.

The Community Safety Crime Reduction and Drugs Strategy was refreshed in consultation with the various forums. Members received relevant Census 2011 information to inform the development of their own services and the Strategy accordingly. Feedback from communities has been incorporated into the strategy and progress updates will be provided through the future meetings.

A Facebook page on hate crimes (on the Sussex Police website) has been launched to improve information sharing and linking with the communities.

Sussex Police held a one day event involving all minority communities to understand the causes of under-reporting of hate incidents. Local communities were supported to attend the forum, identify barriers, and to make suggestions for improvements. Sussex Police will develop a clear action plan to address under-reporting in future. We will be implementing these actions jointly in the city and involve the relevant consultative forums.

The RHF participated in a thematic inspection by the HMIC on stop and search and will plan future work following the inspectors' report. In connection with this, local data on stop and search was analysed by the RHF members and concerns were raised around a lack of data in the past, as well as not being involved in some of the forums.

In view of the forthcoming March for England (MFE) and community concerns surrounding it, a briefing meeting was held to inform the communities of the policing plan for the day and address their concerns. Some members of the RHF met with the MFE organisers along with the protest liaison officers to start a dialogue around the community's concern. Discussions were held on alternative ways of working with the MFE in future to minimise the impact on the city. Future briefing meetings and updates are planned nearer the March.

The Racial Harassment Forum will be marking its 25th anniversary in June 2013 at its AGM as well as at the People's Day.

Accountable Officer: Tom Scanlon

6.4.4 Reduced anti-social behaviour

Action	Status	Start Date	End Date	Progress
6.4.4.1 Progress update: Reduced anti-social behaviour	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Peter Castleton - Community Safety Manager (Casework)

ACTION PROGRESS COMMENTS:

Progress so far:

Since its inception in May 2012 to the end of April 2013 the Casework Team duty system has received the following reports:

ASB: 386
 Race: 86
 Religion: 1
 Disability: 30
 Sexual orientation: 16
 Trans: 3
 Other: 91
 Total reported: 613

The Casework Team is continuing to engage directly with community groups and third sector agencies to ensure incidents are reported and to give confidence that a quality service will be provided.

The Casework Team works very closely with the following partners who have a core role reducing ASB and hate incidents:
 Stronger families, stronger communities team
 Neighbourhood policing teams
 Council housing ASB team
 Youth offending team

Future work planned:

The Casework Team will be at the centre of implementing the new ASB when it is enacted later this year and practically applied in 2014.

Barriers to performance:

The Courts locally have had to make savings and this has resulted in less available court time. Where we are seeking an ASBO against a young person time cannot in some instances be set aside for a hearing until four months after the application. For young people particularly this makes the connection between the perpetration of the offence and the sanction unacceptably long.

Accountable Officer: Tom Scanlon

6.5 Offenders are deterred/ prevented from re-offending

6.5.1 Reduced offending by prolific and other offenders

Action	Status	Start Date	End Date	Progress
6.5.1.1 Progress update: Reduced offending by prolific and other offenders	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Leighe Rogers - Director Brighton and East Sussex Local Delivery Units

ACTION PROGRESS COMMENTS:

Progress update:

- There are 82 offenders in the 2012 PPO cohort. PPO reoffending data for 2012/13 show that there are 202 proven offences, and a further 81 offences that have not reached a final outcome (the offenders are either charged and outstanding, or arrested and bailed). The target (minimum expected reduction) for reoffending by the PPO cohort is 304 offences, a 12% reduction from the 345 offences baseline. This suggests that this target will be comfortably met.
- The latest available data from the Ministry of Justice on proven reoffending relate to individuals who offended during the 12 month period ending June 2011. There were 2,403 adult offenders during that period and 26.6% of those in this cohort reoffended within 12 months. The rate of reoffending in Brighton and Hove has climbed sharply in the most recent figures after showing a generally falling trend since 2005, and it is now comparable to the national average (26.9%). Note that this increase in the rate of reoffending is not due to a rise in the number of reoffenders, which remains at a 5 year low. Rather it is due to the number of offenders as a whole declining faster than the number of reoffenders, which pushes up the proportion of reoffenders in the offending population.

Accountable Officer: Tom Scanlon

7 Improving health and well-being

7.1 Promote Health and Wellbeing and reduce health inequalities across the city

7.1.1 Improve the conditions that improve health

Action	Status	Start Date	End Date	Progress
7.1.1.1 Progress update: improve the conditions that improve health	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Tom Scanlon - Director of Public Health

ACTION PROGRESS COMMENTS:

Progress so far:

The focus of much of this work has been the Healthy City Workplace initiative in keeping with the younger working age population of the city. A new 'Workplace Wellbeing Charter' (WWC) is being promoted to businesses and business forums, highlighting the importance of health and wellbeing in the workplace and providing details of support and funding available. The charter will be adapted to suit the needs of small and medium sized enterprises (SMEs).

'Active & Healthy Workplace' funding available to employers is being promoted. The fund (up to £500 per business) provides the opportunity for businesses to trial programmes that aim to improve the health and wellbeing of their staff whilst creating a healthier workforce and ultimately a healthier business.

Ongoing examples of health promotion within the workplace include:

- Presenting case studies of businesses that have addressed the health and wellbeing of their workforce and the subsequent impact
- Promoting NHS Health Checks to workplaces
- Promoting physical activity to workplaces

Future work planned:

A questionnaire is being designed to send out to businesses to identify their concerns about health and wellbeing in the workplace /amongst their workforce to inform future actions.

Joint strategic needs assessment (JSNA) for sport and physical activity is underway and will form part of the JSNA portfolio for 2011 /12. This will include additional work to capture:

- The public voice – a public consultation will take place utilising a questionnaire method which will be hosted on the partnership's consultation portal.
- The professional voice – a number of semi-structured interviews with a wide range of stakeholders.

Once the needs assessment has been completed the sub group will begin work on an updated strategic action plan for physical activity. This will replace the existing and separate action plans for Sport and Active Living.

A study will be commissioned to build an evidence base of the quality of the urban space and how specific aspects encourage more active living , connectivity and social cohesion. The study will explore how to incorporate specific activities to create urban spaces and to encourage movement in line with NICE guidance in order to introduce the concept and principle into officers' work.

Following the production of the city-wide JSNA in May further consideration will be given to how health and wellbeing can be improved and health inequalities reduced in a Health and Wellbeing Strategy that will be overseen by the Health and Wellbeing Board .

Barriers to future performance:

This will be the first year of the Health and Wellbeing Board and the same for the Health and Wellbeing Strategy . With the council moving to a committee structure and Public Health formally transferring to the council, there are likely to be structural and organisational issues which could interfere with the work of improving wellbeing and reducing health inequalities.

Accountable Officer: Tom Scanlon

7.1.2 Helping people to live healthy lifestyles

Action	Status	Start Date	End Date	Progress
7.1.2.1 Progress update: helping people to live healthy lifestyles	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Tom Scanlon - Director of Public Health

ACTION PROGRESS COMMENTS:

TOBACCO

The Brighton & Hove Stop Smoking Service in 2011/12 achieved their highest ever 4 week quit figure which was 2,353. This figure exceeded their target by 3 quits.

The figure for 2012/13 is 2,000 4 week quits. The figure achieved to August is 599 4 week quits which at the moment leaves a shortfall of 161 4 week quits to be on target. An improvement plan has been put in place to increase footfall and promote services for Q3 and Q4 so that targets can be met. Both the NHS and the intermediate service (provided by GPs and Pharmacies) contribute to this target

The stop smoking service continues to provide the service in a variety of different locations across the City, both in the workplace and community and the service have been able to attend events in the city to promote the service. Pregnant women are continuing to have their carbon monoxide reading taken (irrespective of their declared smoking status) and pregnant referrals into the service has increased since 2011/12. The evaluation of the three secondary schools pilot in Brighton has taken place.

The tobacco control alliance now has a draft strategy and from this action plans have been developed which consist of the following Domain groups -

- Domain 1-Helping communities to stop smoking
- Domain 2-Maintaining and promoting smokefree environments
- Domain 3-Tackling cheap and illegal tobacco
- Domain 4-Preventing young people recruited as smokers.

Each domain has specific actions and progress of these will be reported at the Alliance meetings and to the Health & Wellbeing Board.

Barriers to Performance

There have been very little national campaigns in the past so the Stoptober national campaign is welcomed. Prior to this the focus has been on promoting the service locally.

DIET AND EXERCISE

Progress so far:

A key part of this work is the national child measurement programme (NCMP) which monitors the prevalence of overweight and obesity in children in Reception Year (4-5 year olds) and children in Year 6 (10-11 year olds). In line with Department of Health guidance, National Child Measurement Programme results cannot be made available publicly until released by the Information Centre for Health and Social Care. The release of 2011/12 information is due in December 2012. Provisional results for 2011/12 show that obesity levels in the city for both Reception and Year 6 are in line with the previous year.

Future work planned:

The NCMP implementation for 2012/13 academic year has begun. The capacity provided by the two School Health Support Workers means that more pupils are being measured. As soon as the results have been processed the School Health Workers contact parents of children in Reception and Year 6 whose results are in the very overweight category to offer support, advice and signposting to relevant services. Evaluation of the pro-active calling to parents in the previous year was positive and

overall parents have indicated they welcome the direct contact with the School Health Workers.

Barriers to Performance:

As is the case each year, the risk to delivery may be around the capability of the Department of Health's tool to up-load the local data and produce the results in time for all parents to have their child's measurement results before the end of the summer term.

Accountable Officer: Tom Scanlon

7.1.3 Preventing ill health

Action	Status	Start Date	End Date	Progress
7.1.3.1 Progress update: preventing ill health	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Tom Scanlon - Director of Public Health

ACTION PROGRESS COMMENTS:

IMMUNISATION, BREASTFEEDING, ACCIDENT PREVENTION

ACTION PROGRESS COMMENTS

It is well established that the national immunisation programme makes the single biggest contribution to preventing ill health. Breastfeeding is recognised as an important contributor to future health and wellbeing. The largest cause of deaths in young children is accidents. Work in this area of preventing ill health has focussed on improving immunisation rates, increasing breastfeeding rates and reducing the number of accidents in young people.

Progress so far:

Childhood immunisation: By the first quarter of 2012/13 coverage of the baby primary immunisations was 95.3% and the first Measles Mumps & Rubella (MMR) vaccination by two years was 90.8%. For five year olds the coverage for completing two MMR vaccinations was 85.5% and for the pre-school booster 87.9%. These figures all show an improvement over the same period last year. The Primary Care Trust and Sussex Community NHS Trust Immunisation Team work closely together on promoting Immunisation, and much effort has gone into ensuring accurate records and the structured follow up of children who do not attend for vaccination when invited. All these rates are at the highest point for this period for many years and in particular MMR vaccination rates have continued to improve since the low point of the late 1990s. The recent outbreak of measles in the City led to increased awareness amongst children and parents of those not immunised when concerns about the MMR vaccine were at their height. Specific communications to parents, media publicity and local advertising have resulted in a substantial reduction in the number of unimmunised school children.

Breastfeeding: The prevalence of breastfeeding is measured at 6-8 weeks after birth. The city continues to exceed the target with our prevalence being significantly higher than the national average which is around 47%. The cumulative prevalence for quarters 1 and 2 2012/2013 in Brighton and Hove is 72%. The cumulative coverage is 97%. Work is continuing in areas of inequalities to increase prevalence.

Accidents in the home 0-5 year olds: Since the Home Safety Equipment scheme (funded by Public Health) was established in 2008 over 500 families in areas of inequalities in the city have had home safety equipment installed in their homes including stair gates, fireguards, high chairs and cots among others. The scheme also provides safety sessions to families by way of training or group work.

Future worked planned:

Childhood immunisation: The Immunisation Team will continue to follow-up children that have missed their primary immunisations via a communications based plan and distribution of flyers through schools. A specific MMR catch up campaign to target unimmunised schoolchildren is being considered.

Breastfeeding: The targeted work in areas of inequalities where breastfeeding rates are relatively low will continue and be rolled out in other areas appropriate.

Accidents: Further work with A&E staff will take place to continue to raise awareness of the scheme so that it can be promoted to parents attending A&E with their children. An evaluation project has been submitted to BSMS.

Barriers to performance:

Childhood immunisation: Although immunisation rates are improving, there have been two measles outbreaks and one mumps outbreak in the last three years. While these outbreaks are associated with greater vaccine uptake, they are a measure of the population's sceptical stance on vaccination. Brighton & Hove may be one of the biggest improvers in terms of vaccine uptake, but it starts from a lower point.

Breastfeeding: It should be noted that prevalence is measured at 6 weeks whereas there are benefits from breastfeeding for much longer than that. It is important that women are encouraged to breastfeed throughout the first year of their child's life.

Accidents: Evaluation of the Home Safety Equipment scheme has been challenging. However a research proposal has now been submitted to Brighton Sussex Medical School (BSMS). The purpose of the research will be to evaluate the effectiveness of the scheme and its impact on accident reduction in the home for children aged 0-5 years. It is hoped that it will also provide information about the patterns of unintentional injuries to children in Brighton and Hove in that age group and to what extent the Home Safety Equipment Scheme meets those needs.

Accountable Officer: Tom Scanlon

7.1.4 Healthy life expectancy, working to prevent people from dying prematurely

Action	Status	Start Date	End Date	Progress
7.1.4.1 Progress update: healthy life expectancy, working to prevent people from dying prematurely	Ongoing	14-Nov-2011	31-Mar-2013	Ongoing

Responsible Officer : Tom Scanlon - Director of Public Health

ACTION PROGRESS COMMENTS:

There are several programmes in place to promote healthy life expectancy. Many of these have already been considered above or in other parts of this performance plan (sexual health, drug and alcohol). Other areas worth considering are the work to prevent and detect cancer at an earlier stage and action on the wider determinants of health that are closely linked to a healthy life expectancy such as housing.

CANCER

Progress so far:

Over the past three years, the PCT has successfully bid for National Awareness & Early Diagnosis Initiative (NAEDI) funding to raise awareness and promote early diagnosis. Albion in the Community, the charitable arm of Brighton and Hove Albion, have been commissioned to deliver campaigns on colorectal, lung and over 70s breast cancer; Sussex Community Trust's cancer health promotion team have been commissioned to support this work through training health professionals and other staff. The PCT continues to work with Sussex Cancer Network, who also have funding to integrate the NAEDI agenda into general practice. The public health leads of the Sussex cluster PCTs regularly meet with the cancer network to ensure a co-ordinated approach and shared learning across the patch. The cancer health promotion team continue to promote the national cancer screening programmes for breast, bowel and cervical cancer across the city, with a particular focus on disadvantaged groups.

Future work planned:

There will be further initiatives and campaigns to raise awareness of the importance of earlier detection. Two of the areas where there have been problems with early referral, delays in diagnosis, and where death rates have not decreased are lung cancer and bowel cancer. These have been highlighted in the Director of Public Health's Annual Report and will be subject to further scrutiny and action throughout 2012.

Barriers to performance:

As with all campaigns, it is important to find new and innovative ways of engaging the public and relevant health professionals.

HOUSING

Progress so far:

Building on the successes of the Warm Homes Healthy People Programme 2011/12, we have submitted a bid for further Department of Health funds for this winter and are currently awaiting results (due end of October).

With the overarching aim of reducing excess winter death and illness due to cold housing in 2012/13 and beyond, the proposed programme consists of three broad strands;

- knowledge and resilience
- prevention
- response

Building resilience

1. Commission local voluntary/community partner(s) to deliver Fuel Poverty Awareness Training to front line workers across all sectors, targeted at vulnerable patients/clients
2. Deliver public information events promoting the WHHP programme, the risks of cold homes to health and available support to improve home energy efficiency

Prevention

3. Warm Home Visits – Targeted at areas of high fuel poverty, home energy assessment and advice visits will include installation of energy saving devices
4. Winter Home Check Service – An extension to an existing local scheme to provide audits and handyperson visits to make homes safer and warmer in winter
5. Cold Air Alerts – to pilot and deliver a Sussex-wide coldAlert system direct to vulnerable people, health professionals and institutions, with the aim of reducing GP consultations and hospital admissions
6. Commission local voluntary/community partner(s) to provide free Financial Inclusion Checks. Front line workers will promote the initiative and refer clients

Response

7. Surviving Winter - providing emergency grants to individuals who are at risk during severe winter weather, including public appeal for donations of Winter Fuel Allowance Payments
8. British Red Cross Emergency Response Service – Build on existing infrastructure/volunteer network and develop joint working with local organisations, to provide practical support to vulnerable people during severe winter weather, as part of local Cold Weather Plan
9. Supply 'Warm Packs' for vulnerable people in periods of cold weather, including homeless rough sleepers

Future work planned:

Following this winter's programme, evaluation will be carried out and a programme for winter 2013/14 will be developed.

Barriers to future performance:

Warm Homes Healthy People funds are not set as recurrent. If funding is not made available in future, the winter prevention programme would need to be significantly scaled down.

Accountable Officer: Tom Scanlon

7.2 Promote health and well being and reduce health inequality for children and young people

7.2.1 A robust and confident child protection pathway that protects children and young people who are at risk of maltreatment, harm, neglect and/or sexual exploitation

Action	Status	Start Date	End Date	Progress
7.2.1.1 Progress update: A robust and confident child protection pathway that protects children and young people who are at risk of maltreatment, harm, neglect and/or sexual exploitation	Ongoing	01-Apr-2012	31-Mar-2013	Ongoing
Responsible Officer : James Dougan - Head of Children's and Families				
<p>ACTION PROGRESS COMMENTS:</p> <p>Progress so far</p> <p>The number of children on a child protection plan in a city has fallen by 32% from a peak of 440 in March 2011 to the level of fluctuating just above or below 300 in May 2013. The CIN Policy and Practice Guidance has set out clear standards for visiting, planning and reviewing in 2012. Audits have been carried out at the beginning of 2013 to try and demonstrate adherence to these standards with a result of around 80% adherence. Consequently CIN improvement work has been carried out by managers to manage these standards more closely and actively. The further CIN case audit in July/August 2013 intends to demonstrate full or very close to full adherence to these standards. Recent changes include the re-organisation of the social work service in 2011, the establishment of the Children in Need Team and an increased focus on improving planning and case work for children in need. The changes show an increased confidence in the children in need plan work as a more reliable and robust option following on from child protection plans. The peak levels of Child Protection (CP) involvement last year were well above statistical neighbour average. Sustaining the drop to more normative numbers from 2012-13 will need an ongoing focus on the consistency and effectiveness of CIN plan work as well as a clear ability to distinguish confidently between risk and need.</p> <p>Progress of Work Streams</p> <ul style="list-style-type: none"> • Neglect consultancy work with In-Trac to look at identification and evidence-based interventions to address persistent neglect is to be carried out between November 2012 and March 2013. This work aims to work on achieving a shared model of understanding neglect across agencies and also of how to work with, prevent impacts, and to ensure genuine changes in practice. This work has led to some options which senior managers will conclude upon during Summer 2013. • The social work transformational training programme is almost complete and aimed to address 3 key issues – firstly the ability to understand risk confidently, secondly general skills of engagement and thirdly and perhaps most importantly teaching a number of staff in delivering evidence based interventions to promote positive change in families. The impact of the programme itself is being evaluated currently with a plan to produce results after the Summer. As a follow on from this in order to reinforce and further build capacity we have introduced specialist workers in two of the most crucial areas of child protection work, domestic abuse and substance misuse, into the CIN team. This is proving invaluable • The monthly Missing Children's Liason group has expanded its brief by also allowing for nominations for discussion of sexually vulnerable/exploited young people. The meeting will become the 'Vulnerable Children's Liason Meeting' from May 2013 with a wider brief and agency attendance. Sussex Police also have a sexual exploitation sub group attended by different services and social work managers which has devised a care pathway for young people thought to be subject or vulnerable to sexual exploitation. There are now close links between lead workers in ACAS and WISE and police leads on CSE in order to ensure such cases can ensure suitable priority into the system <p>.. A successful system has been set up of community paediatrician attendance at ACAS in order to facilitate more consistent health input into strategy discussions/meetings.</p> <ul style="list-style-type: none"> • The CP process working group has concluded its main work. New CP conference report forms and processes have been devised and training delivered on outcome based planning and accountability to re-enforce the new focus on our cases plans. The forms have gone live and the new conference process commences on June 24th 2013. It aims to make the processes around CP conferences more service user and social worker-friendly, and also to increase the time spent at conferences discussing whether plans are working and what the plan working ahead needs to be. This is intended to improve the overall quality and effectiveness of reviewing and planning of CP work. • We have used consultancy work from In-Trac regarding supervision. This is contributing to the update of the Supervision Policy by September 2013 in order to incorporate the new Munro standards and also to ensure that outcomes and what is different for a child are discussed in order to avoid the focus we have had in the past on inputs to families. A new case supervision recording form has already been introduced which prompts practice managers to comment on progress to achieving outcomes and also on work done regarding the child and their world. • The Children & Families Quality Assurance Framework has been updated and managers have planned from this the ongoing and thematic audits over Spring and Summer 2013. There is a key focus now in linking audit findings to both action plans at 				

individual case work and at team process and system level. This cycle of audit, action planning and improvement is crucial to the department's assurance around the functioning and consistency of our case work with very vulnerable children. It is also intended to assure that our work with children at risk or in need is maintained safely and consistently notwithstanding all of the new developments in practice.

Future Work.

- The ongoing aim in performance is to seek to maintain a good banding against national averages for percentages of children subject to CP plans for over 2 years and for children returning to CP conference for the 2nd time. These measures, whilst not reflecting quality in its entirety, do give us a reflection on whether we have any increases or decreases of the length of CP plans and hence whether there could be increases in drift for planning for children or whether CP work which steps down to CIN level is then held effectively. Hence they are useful barometers of some of the work described above.
- Evaluation of specialist worker posts and their impact on quality of practice and building of team capacity in these specialist areas of practice. Ongoing and complete 2014.
- Trialling of Advanced Practitioner roles, particularly focusing on assessment. Crucial focus around both Munro effectiveness & skilled professional social worker agenda and also the importance of good assessments at pre-proceedings stage to FJR/FJB. Ongoing 2013-14. Evaluation to be built into the pilot posts. Aim is also to seek to improve retention of skilled & experienced social work staff, which also adds to effectiveness & quality of our child protection service.
- Further development of Young Ambassador roles in the recruitment of children & families staff and managers in order that they can demonstrate an understanding of the issues which young people bring.
- Final piece of CP process improvement work will look at quality and process of CP Core Groups – Summer 2013.
- Improve reporting up systems around multi-agency attendance at CIN network meetings and CP core groups. The evidence from case reviews and audits is always that the most effective case work normally derives from the most active and engaged professional networks around the family.
- Further increase the focus of our quality assurance work and service planning around work done with BME families who are an increasingly significant part of the local population. Ensure that we can demonstrate access to support and protection equally and fairly available to BME children & young people.

Accountable Officer: Heather Tomlinson

7.2.2 Needs of vulnerable children and young people where families are affected by adult substance or alcohol misuse, domestic violence, mental health or learning disability

Action	Status	Start Date	End Date	Progress
7.2.2.1 Progress update: Needs of vulnerable children and young people where families are affected by adult substance or alcohol misuse, domestic violence, mental health or learning disability	Ongoing	01-Apr-2012	31-Mar-2013	Ongoing

Responsible Officer : Kerry Clarke - Strategic Commissioner - Children's Services

ACTION PROGRESS COMMENTS:

Progress so far

See comments in 2.3.1 and 3.2.1.

We are in the process of reviewing the Parents of Children at Risk (POCAR) project in light of judiciary requirements and the re-commissioning of Adult Treatment Services.

We now have three single year seconded posts working from specialist services across social care teams to ensure social workers are able to:

- Consistently identify early substance misuse, mental health issues and domestic violence issue that impact on parenting
- Provide direct interventions as part of the social work care package
- Refer appropriately and implement joint plans with Adults Services

We have also revised the Young Oasis contract which provides direct 1-2-1 and group work support to children and young people who are impacted upon by parental substance misuse.

Future plans:

- To ensure the recommissioning of Adult Substance Misuse Treatment meets the agreed requirements of families.
- To work collaboratively with Adult Services in mental health and Domestic Violence to improve outcomes for families

Accountable Officer: Heather Tomlinson

7.2.3 Children and young people looked after by the local authority to have stability, security and be well cared for

Action	Status	Start Date	End Date	Progress
7.2.3.1 Progress update: Children and young people looked after by the local authority to have stability, security and be well cared for	Ongoing	01-Apr-2012	31-Mar-2013	Ongoing

Responsible Officer : James Dougan - Head of Children's and Families

ACTION PROGRESS COMMENTS:

Progress so far

The provisional outturn figure for the number of Looked after Children (LAC) at 31st March 2013 is 444, a 9% decrease from 487 as at 31st March 2012. The LAC rate per 10,000 is 89, which would rank Brighton and Hove 23rd highest out of 152 Local Authorities based on the 2012 position. The numbers are predicted to fall further, albeit at a slower rate. Focus is being given to the clear identification of support packages to enable children to remain safely with their birth / extended families.

Attention is also being given to looking at re-unification of children in care with their birth / extended families where it is in the best interests of children to do so.

Adoption activity has continued to rise in Brighton & Hove in line with the rise in numbers of children in care and reflects the high number of children under 5 in the care system. In the year ending 30th April 2013, 22% of looked after children in Brighton & Hove were adopted, compared to the national average of 12%.

In 2012, 6% of children who had been looked after continuously for at least 12 months achieved five A*- C GCSEs including English and Maths. This is currently a significant decrease on last year's validated figure of 19.2% and is below the national average of 14.6%. The figure is indicative of the fact that there were a considerable number of these young people who had statements of special educational needs. The 5 A and C GCSE figure is predicted to rise significantly in the next year and is a key area of focus of the Virtual School.

The Virtual School runs a summer catch up programme with the aim of supporting transition to secondary school for all year 6 pupils working below expected national curriculum levels (in both English & Maths). This summer 11 pupils joined the programme. As a proportion of the cohort in year 6, this is the highest number of pupils who have engaged in this programme and we are extending the support available to them until the October half term.

The provisional 2012/13 outturn figure for the percentage of care leavers who were in suitable accommodation is 96.1%, compared to 96.6% in 2011/12, and remains above the 2011/12 England average (88%). 62.7% of care leavers were in education, training or employment, an improvement from 60.3% last year but slightly below the 2011/12 England average of 64%. A Specialist 16+ Employment Adviser for looked after children has been appointed and increased resource has been put into the virtual school to reflect the increase in the school leaving age. Work has been completed to ensure looked after children reviews and pathway plans identify cultural and identity needs and plan how these needs are met.

Future work planned

- 1) To look at reducing the numbers of children/young people in care by critically examining whether certain children /young people could return home safely with the provision of appropriate support packages .
- 2) To look at developing a robust Special Guardianship policy which will enable foster carers to apply for Special Guardianship

Orders without any financial detriment which will enable a reduction in LAC numbers, and for more children/young people to be in placements which achieve legal permanence.

- 3) There are now 3 subgroups of the children in care council and further work planned to ensure that the views of these children/young people are firmly embedded in service development
- 4) Significant work has taken place in terms of developing the 16+education provision with the development of the Personal Opportunities Plan , and the location of Youth Employment staff within the Virtual School . Further work is planned to ensure that all care leavers have a Personal Opportunities Plan and further apprenticeship opportunities for care leavers are Developed within the council.
- 5) Development of a Staying Put Policy to ensure that all young people 18+ are given the opportunity to remain in their placements post 18 .
- 6) Review of the Sufficiency strategy to ensure that the Local Authority is providing sufficient local placements for the needs of all children /young people it looks after.

Accountable Officer: Heather Tomlinson

7.2.4 All children to have access to high quality healthcare including services for the most vulnerable

Action	Status	Start Date	End Date	Progress
7.2.4.1 Progress update: All children to have access to high quality healthcare including services for the most vulnerable	Ongoing	01-Apr-2012	31-Mar-2013	Ongoing

Responsible Officer : Steve Barton - Head of Stronger Families and Stronger Communities

ACTION PROGRESS COMMENTS:

2012/13 update

Both the council and the Clinical Commissioning Group are committed to maintaining the integrated arrangements over the next year. As a result of the Health and Social care Act 2012, certain health areas such as health visiting and family nurse partnerships will be commissioned centrally by NHS England through the Surrey and Sussex area teams. However, provision of these areas will remain unchanged through local arrangements.

The health visiting service in Brighton and Hove will be working towards delivery of the healthy child programme including the 4 tier service model which includes early help through to supporting families with more complex needs.

The Family Nurse Partnership team, consisting of 4 family nurses and a supervisor are now in place and has been taking referrals since November 2012. The team is currently working with 33 first time teenage mothers. This programme is overseen by the Family nurse partnership board which has multi agency representation.

Accountable Officer: Heather Tomlinson

7.2.5 Young people make positive choices about their sexual health, their lives and risk taking behaviours are minimised, especially alcohol use and substance misuse

Action	Status	Start Date	End Date	Progress
7.2.5.1 Progress update: Young people make positive choices about their sexual health, their lives and risk taking behaviours are minimised, especially alcohol use and substance misuse	Ongoing	01-Apr-2012	31-Mar-2013	Ongoing

Responsible Officer : Kerry Clarke - Strategic Commissioner - Children's Services

ACTION PROGRESS COMMENTS:

Progress so far

Over the last 12 months, there has been a reduction in the number of young people entering young people's substance misuse treatment. Young people continue to receive a positive treatment package, evidenced by the numbers who leave Ru-ok? in a planned way and have stopped or reduced their substance use. The average time in treatment has also seen a slight reduction. However, we have a small percentage of young people who leave treatment early but decide to return to the service when they are more compliant to change.

The latest (2011) under 18 conception rate is 29.4 per 1,000 15-17 year old women showing a 39% reduction since 1998. In the last 6 months of 2012/13, teenage pregnancy prevention services and contraception and sexual health services (CASH) continued to be well used. A total of 1197 young people accessed one of the six school-based health drop-ins; 173 young women engaged with the targeted teenage pregnancy workers for focused support; the majority of the 55 under 19 year old women presenting for a termination took-up contraception and counselling support.

All secondary schools have the core programme embedded in schemes of work and work continues to improve the quality of teaching and learning in PSHE education. The monitoring of attendance in PSHE is in place and logbooks have been published to track attendance and progress. Workbooks have been developed to support individuals who have not accessed the core programme or who have particularly poor attendance.

The 2012 Safe and Well at School Survey results reflect national findings that alcohol and drug use in young people is reducing. However, there still remains a small number of young people who drink to excess or take drugs frequently. A very small proportion of 14-16 year old pupils reported being given drugs by a parent/carer/family friend (5% of those who have tried drugs) whilst around half (51%) of those from the same cohort who drank were given alcohol.

Since October 2012, the Family Nurse Partnership programme has enrolled 33 teenage parents who are in their first pregnancy with 17 others in active recruitment.

In order to identify substance misuse and sexual health risk taking early and provide appropriate support to reduce the need for specialist services to young people, screening across targeted groups of young people has been put in place. Screening levels have improved across social care, housing and youth services following development strategies attached to training, workforce development and supervision to improve the screening.

Further support to this early identification process is the referral pathway directly from A&E into Ru-ok for young people who present with alcohol related issues. Over the last 12 months, the number of referrals has reduced. However, the service continues to prove successful in ensuring all young people are provided with appropriate information or direct support. Analysis of repeat presentations showed that the majority had had some social care involvement in the past.

The Community and Voluntary Sector Youth Service provision has been funded to embed sex and relationships education and substance misuse education in its core curriculum delivery. They will also actively identify and engage vulnerable young people who will benefit from targeted sexual health or substance misuse treatment services. They have also recruited 4 apprentices, 3 of which will focus sexual health and substance misuse youth work.

Future work planned:

- A working party of schools is looking at reviewing drug and alcohol learning outcomes in the light of the SAWSS 2012 data with a focus on poly drug use, blood born viruses and drug use and the use of MDMA, ketamine and cocaine.
- Exploration of parenting contracts across secondary schools underpinned by key messages around alcohol use among under 18s.
- To revisit the curriculum across schools and youth settings based on changes to core messages.
- To review how domestic violence, coercive behaviour and controlling behaviour is addressed across commissioned services and how needs can be addressed

Accountable Officer: Heather Tomlinson

7.3 Improving care and support

7.3.1 Enable people who need social care and support services to live in safety with maximum independence

Action	Status	Start Date	End Date	Progress
7.3.1.1 Progress update: enable people who need social care and support services to live in safety with maximum independence	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing
Responsible Officer : Brian Doughty - Head of Service Adults Assessment				
ACTION PROGRESS COMMENTS: 2012-13 update: Assessment Services have been restructured with a focus on Safeguarding, reablement and a planned approach to review. We have delivered on the commitment to have Senior Social Worker and Social Worker resources in the Access Point. A Project Manager has been appointed to develop Adult Social Care we based information. The proportion of people who use services who say that those services have made them feel safe and secure stands at 82% from the user survey Accountable Officer: Denise D'Souza				

7.3.2 Provide personalised care services which promote choice, control and independence for service users and carers

Action	Status	Start Date	End Date	Progress
7.3.2.1 Progress update: Provide personalised care services which promote choice, control and independence for service users and carers.	In Progress	01-Apr-2011	31-Mar-2013	85%
Responsible Officer : Brian Doughty - Head of Service Adults Assessment				
ACTION PROGRESS COMMENTS: Progress update: People receiving social services in the community are involved as fully as possible in identifying what their needs and aspirations are and how these can best be met. This includes making clear to people how much money is available to meet their needs, offering them the direct management of that money (a direct payment) or if they request it arranging services for them but with the user maintaining control and flexibility. This way of working is called 'self directed support'. There is continued progress with service users in receipt of a personal budget rising to 75.8%; this figure drops to 65.6% when amalgamated with Carers Assessment (as a result of some Carers Services not being counted as per the national descriptor). A new Resource Allocation System (RAS) for people with a learning disability is about to be implemented Accountable Officer: Denise D'Souza				

Action	Status	Start Date	End Date	Progress
7.3.2.1 Tendering new services	In Progress	01-Apr-2011	31-Mar-2013	80%
Responsible Officer : Denise D'Souza - Executive Director, Adult Social Care				
ACTION PROGRESS COMMENTS:				

Progress update:

The re-tendering process for a new home care contract was completed in May with the new contract starting on 4th June 2012. The number of home care providers who were accepted onto the Council's framework increased from 10 to 14. The home care specification was developed following a detailed consultation and this includes a number of requirements to provide more personalised services with an emphasis on flexibility and ensuring that service users have a strong sense of being in control of their service. Performance measures are included for key issues that service users regard as important such as continuity of care worker and punctuality. The use of the electronic care monitoring system by all home care providers enables accurate data collection for these and other important performance issues. This will assist with the planned publication of performance data through a quality portal providing detailed information to the public about each care provider which will assist them in making informed choices about home care provision.

The Adult Social Care and Health Committee agreed in June 2012 that the Community Meals Service should be re-tendered with a new specification providing a more personalised approach. Development of the specification is underway and the procurement process is due to start in October 2012 with the new contract to begin from April 2013. Alongside this process work is also progressing with South East 7 authorities to look at possibilities for developing the community meals market to offer more choice and personalised services and investigate the possibility of joint procurement to achieve economies and stimulate the market in this area.

Accountable Officer: Denise D'Souza

7.3.3 People with social care needs supported into training and employment

Action	Status	Start Date	End Date	Progress
7.3.3.1 Progress update: People with social care needs supported into training and employment (Adults Assessment Delivery)	In Progress	01-Apr-2011	31-Mar-2013	50%

Responsible Officer : Brian Doughty - Head of Service Adults Assessment

ACTION PROGRESS COMMENTS:

Progress update:

Year end figure is 13.3% which ensures we remain one of the best performing Authorities in the country, a considerable achievement in a time of austerity

For many people who use social care services the quality of their life can be improved by employment or training and volunteering opportunities. There are a range of services in place that support people with a learning disability to gain employment and support them to keep the job once they are in it.

In 2011/12 the council supported 110 people to be in work. This was about 16% of all people with a learning disability who are known to the services. A further 12% of these people were supported to find opportunities in voluntary work. Please note collection of this data is time-lagged.

Training and employment is a key focus for the carers assessment. Our carers assessment document has been redesigned to ensure that this aspect of a carers life is considered and the necessary support offered to carers wishing to participate in training and employment. We have made links with key employment organisations and have completed a survey with working carers currently employed with BHCC. The results are due to be evaluated with ASC and HR and a focus group organised to develop a handbook for managers and carers/employees to support carers to understand options available to balance work and caring responsibilities. Once developed, we aim to take this out to local employers to raise awareness of the importance of supporting carers in training and employment.

Future work planned

To continue with this work, a better performance than most other councils.

Barriers to achieving good performance

In the current economic climate it will be a challenge to sustain this level of performance over the next few years.

Accountable Officer: Denise D'Souza

7.3.4 Improve planned discharge rates for clients

Action	Status	Start Date	End Date	Progress
7.3.4.1 Progress update: improve planned discharge rates for clients	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Brian Doughty - Head of Service Adults Assessment

ACTION PROGRESS COMMENTS:

Progress so far

When people are well enough to leave hospital but health or social care services are needed to support this, it is important that they are able to be discharged from hospital quickly and safely with the support they need. People do sometimes get delayed in hospital for a range of reasons, some of them linked to NHS services and some of them to social care; these people are sometimes referred to as 'bed blockers' in the media . This is clearly a negative experience for people. The council and NHS have been working together and with other care providers to improve services and avoid delays. The hospital social work team has been restructured and is now much more closely aligned with health service colleagues and Intermediate Care Social Work is now under the single management of the hospital social work service providing an improved seamless service, delayed discharges are at a minimum constantly in single figures

Future work planned

Accountable Officer: Denise D'Souza

8 Strengthening communities and involving people

8.1 Strong, Inclusive, Cohesive Communities

8.1.1 Communities have shared values and a strong sense of belonging to Brighton & Hove

Action	Status	Start Date	End Date	Progress
8.1.1.1 Progress Update: Communities have shared values and a strong sense of belonging to Brighton & Hove	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing
Responsible Officer : Emma McDermott - Central Policy Development Manager				
<p>ACTION PROGRESS COMMENTS: Progress so far: Community Development has been commissioned for 2012/14 to engage people in the most disadvantaged communities. A new commissioning process was used to ensure that "People" as well as "Place" is embedded in this work. To this end, the BMECP (Black & Minority Ethnic Partnership) and a consortium led by Sussex Oakleaf, and including Mosaic & the BMEYPP (Black & Minority Ethnic Young People's Project) have been commissioned to deliver community development work in collaboration with the existing community development agencies.</p> <p>A wide range of groups have been supported and activities have taken place to increase community cohesion, working with people from many different communities of interest and identity. Much of this work has focussed on breaking down real and perceived barriers between disparate communities, such as the new social enterprise the Hawks Community Cafe run by local volunteers who accrue credit for local community groups which has a training function run by the Crew Club for young people not in employment training or education, the Pilates group on The Knoll supporting people with health vulnerabilities, and the Gentle Exercise Group at New Larchwood which provides a relaxing environment for older people to come together and improves their sense of wellbeing.</p> <p>Two year contract work is ongoing. Additional, disability awareness training for workers and representatives of the community has been commissioned and delivered by the Fed for Independent Living (Brighton and Hove Federation of Disabled People).</p> <p>Accountable Officer: Paula Murray</p>				

8.1.2 Culture of active citizenship in the city:

- People at risk of exclusion have support to access to volunteering
- Volunteering is a valued and high quality experience
- Volunteering has a real impact on the economic and social wellbeing of the city

Action	Status	Start Date	End Date	Progress
8.1.2.1 Progress so far: Culture of active citizenship in the city: - People at risk of exclusion have support to access volunteering - Volunteering is a valued and high quality experience - Volunteering has a real impact on the economic and social wellbeing of the City	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing
Responsible Officer : Emma McDermott - Central Policy Development Manager				
<p>ACTION PROGRESS COMMENTS: Progress so far:</p>				

The City Volunteering Strategy was reviewed in April and new actions identified for 2012-13. Discussions relating to how volunteering by City Council workers will support the wider city are being included in projects such as We Live Here. Volunteering as a key issue which has been included in the Joint Strategic Needs Assessment as this underpins much of the resilience of communities. Volunteering has been integrated into the new TLI (Transforming Local Infrastructure) structure, supported by the Volunteering Strategy. The Volunteer Centre has received "Volunteer England" accreditation, one of the first in the country to do so.

Work to deliver the actions of the Volunteering Strategy has been ongoing with particular focus on young people and volunteering with a new website and outreach activity specifically targeting and supporting young people into volunteering. The 2013 refresh of the Joint Strategic Needs Assessment will include an update on volunteering as a key area.

The Volunteering Strategy Steering group is being reconvened in July 2013 to audit progress, successes and challenges of 2012/13 and priorities activity for 2013/14.

Accountable Officer: Paula Murray

8.1.3 Opportunities for people to get involved and influence decision making

Action	Status	Start Date	End Date	Progress
8.1.3.1 Progress update: Opportunities for people to get involved and influence decision making	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Emma McDermott - Central Policy Development Manager

ACTION PROGRESS COMMENTS:

Progress so far:

The Community & Voluntary Sector Forum (CVSF) were commissioned for 2012/13 to support representation from the community and voluntary sector, including neighbourhood groups and communities of interest. The Representatives Council has now embedded well and what has been key is that the CVSF representatives are scrutinising the budget setting process. Representatives sit on city partnerships and also influence decision making through a number of specialist network groups, including Children and Young People Network; Housing Network; and Mental health Network. The sector is engaged in the Families in Multiple Deprivation Project and represented on the steering group as a direct result of reps' and staff influence.

The Community Development commission supports people from neighbourhoods to get involved locally, through mechanisms such as community associations, action groups, fora and LATs (Local Action Teams).

CVSF has launched and is developing a number of new networks with a focus on community groups, equalities and Health and Wellbeing, and is supporting a new and more streamlined group of CVSF representatives who are regularly coming together as a 'reps council' to steer and take decisions around CVSF's representative activities. This has enabled a more effective approach of gaining collective voice. CVSF has also developed its information provision to make it more accessible. The result is that the sector is becoming more informed, stronger lines of communication are being developed within the sector and with partners, and there is clearer and ever more effective representation of CVSF members' views through the new CVSF reps and structures. The CVSF co-ordinates and publishes "Position Statements" which represent its members' collective views on key citywide issues.

Following the consultation on Neighbourhood Councils, a paper went to Cabinet on 10th May 2012 where it was agreed to run two pilots for one year. The first pilot is the neighbourhood area of Whitehawk and the Bristol Estate, and will build on the existing structure of the Whitehawk Community Forum and merge this with the Bristol Estate Action Group to create one Neighbourhood Governance structure. Serendipity and Black Minority Ethnic Community Partnership have been commissioned to oversee this work locally. The second pilot covers the ward of Hollingdean and Stanmer. This will have a strong online focus, testing new ways to engage local people and stimulate debate. The Trust for Developing Communities and Sussex Oakleaf will oversee this work.

The pilots were launched in September 2012 at the 'Doing it for ourselves' event at The Dome Foyer, which brought together

a range of community organisations to showcase the existing and new opportunities for getting actively involved in our city. At a corporate level there is a cross sector Working Group, a Project Board and cross-party group that will be overseeing the strategic elements of the pilots.

CVSF representation and influencing work continues with some capacity being refocused on ensuring voice and influence in adult social care and children and young people commissioning and service review processes.

The Neighborhood Governance pilots continue and are scheduled to report in December 2013. Both have carried out successful participatory budget exercises and are exploring through task and finish groups (with resident and service representatives) new ways/models of service delivery/meeting community need including the potential for local residents to run a specific service in their area.

Accountable Officer: Paula Murray

8.2 Individuals are able to improve their quality of life

8.2.1 Support individuals and communities including seldom heard sections of the community to ensure they are provided with the information, advice and support needed to develop their confidence, skills, knowledge and ability to:

- Engage with services
- Engage in local decision-making
- Understand and engage with democratic processes

Action	Status	Start Date	End Date	Progress
8.2.1.1 Progress update: Support all individuals and communities to develop their confidence, skills, knowledge and ability to engage with services, local decision-making and democratic processes	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Mark Wall - Head of Democratic Services

ACTION PROGRESS COMMENTS:

Progress so far:

The Leader's 'Open Doors' themed question sessions are being run on a monthly basis via the council's web site and these are being reviewed to see where improvements can be made.

The council's e-petition facility remains a positive mechanism for engaging with the council and has had two petition debates at Full Council in the last 6 months and a number of petitions presented to council and committee meetings.

There have been a total of 13 public questions to full Council and two deputations.

Future Plans

The council is planning activities to highlight public involvement in the democratic process for Local Democracy Week in October and to expand the 'Open Door' sessions to involve Committee Chairs. There are currently 3 e-petitions running on the council website.

Barriers to success

Available resources to support interactive events and to provide workshops remain under pressure. There is also a difficulty in building wider relations with the community.

Accountable Officer: Abraham Ghebre-Ghiorghis

8.2.2 Increased opportunities for individuals and communities to take control over the issues that affect their lives in order to:

- meet their needs
- contribute to their economic and social opportunities
- build active and inclusive communities based on mutual respect

Action	Status	Start Date	End Date	Progress
8.2.2.1 Progress update: Increase opportunities for individuals and communities to take control over the issues that affect their lives to meet their needs, contribute to their economic and social opportunities and build active and inclusive communities based on mutual respect	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Emma McDermott - Central Policy Development Manager

ACTION PROGRESS COMMENTS:

Progress so far:

The Community & Voluntary Sector (CVSF) forum is commissioned to provide voice, influence, networking, information and representation for the community & voluntary sector.

Other infrastructure organisations who provide services such as training & development, and support for small groups, receive strategic grants. A partnership of the infrastructure organisations, supported by the city council, has been successful in a bid to government for the resources to transform the local infrastructure support, to enable effective support for the sector in the future. CVSF led on the development of a partnership for this TLI (Transforming Local Infrastructure) bid. Brighton and Hove's bid is made up of a partnership between Brighton and Hove Community and Voluntary Sector Forum; Brighton and Hove Volunteer Centre; Impetus; South East Wellbeing Consortium; The Business Community Partnership/Skills Exchange; and The Trust for Developing Communities.

The CVSF provided advice and guidance to the Youth Collective, a consortium of CVSF Young People's organisations who were seeking to be commissioned to deliver young people's services. Support has also been provided to the sector around the Mental Health Prospectus.

The Transforming Local Infrastructure has been progressing and from Autumn 2013 a new flexible more dynamic infrastructure organization will provide leadership and services to the community and voluntary sector of the city. It will be formed through the merger of the Volunteer centre, the Performance Development Service, the Community and Voluntary Sector Forum and the Skills Exchange. A final business plan and organisation model for the new organisation is expected imminently.

Accountable Officer: Paula Murray

8.3 Support a Thriving Third Sector

8.3.1 High quality and accessible support services for the third sector

Action	Status	Start Date	End Date	Progress
8.3.1.1 Progress update: High quality and accessible support services for the third sector	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Emma McDermott - Central Policy Development Manager

ACTION PROGRESS COMMENTS:

Progress so far:

The Community & Voluntary Sector (CVSF) forum continues to provide voice, influence, networking, information and representation for the community & voluntary sector. The Transforming Local Infrastructure (TLI) Programme led by the CVSF have recruited a Partnership Manager and the core partnership of CVSF, Brighton and Hove Volunteer Centre; Impetus; South East Wellbeing Consortium; Skills Exchange; and The Trust for Developing Communities undertook a service redesign process during 2012. This will enable the programme to test new ways of working between January and September 2013. This process has included wider voluntary and community sector infrastructure organisations, the City Council, Clinical Commissioning Group, Sussex Community Foundation and the University of Brighton.

The TLI programme has already identified some services that the wider voluntary and community sector see as necessary and have resulted from the closure of Working Together Project and BCP. They have allocated funds to training and learning programmes as well as to Skills Exchange which is a network of professional business firms, each of which has offered to provide professional advice and strategic support free of charge to community groups and voluntary organisations across Brighton and Hove. The support is offered for clearly defined, time limited projects.

The CVSF has provided advice and guidance to the Youth Collective, a consortium of Community and Voluntary Sector Young People’s organisations who won the commission to deliver young people’s services. Support has also been provided to the sector to enable voluntary and community groups to bid for commissions via the Brighton and Hove City Council and Brighton & Hove NHS first Commissioning Prospectus. The CVSF together with the City Council’s procurement team have provided training on procurement for the sector.

The Transforming Local Infrastructure has been progressing and from Autumn 2013 a new flexible more dynamic infrastructure organization will provide leadership and services to the community and voluntary sector of the city. It will be formed through the merger of the Volunteer centre, the Performance Development Service, the Community and Voluntary Sector Forum and the Skills Exchange. A final business plan and organization model for the new organization is expected imminently.

Accountable Officer: Paula Murray

8.3.2 City commissioning values the benefit, and contributions of the 3rd Sector

Action	Status	Start Date	End Date	Progress
8.3.2.1 Progress update: City commissioning values the benefit, and contributions of the third sector	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Emma McDermott - Central Policy Development Manager

ACTION PROGRESS COMMENTS:

Progress so far:

The city commissioning processes include a commitment to best practice in the involvement of the community & voluntary sector. The council's Commissioning Board includes representation from the Community & Voluntary Sector forum and their input has shaped much of the work. The Community and Voluntary Sector Forum continues to play a key role in the council’s ‘commissioning prospectus’ approach ensuring that third sector and communities voice is heard throughout the process. The approach has been followed by adult social care, public health and the clinical commissioning group.

Accountable Officer: Paula Murray

8.3.3 High quality and consistent community representation and influence across the public sector and partnership

Action	Status	Start Date	End Date	Progress
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8.3.3.1 Progress update: High quality and consistent community representation and influence across the public sector and partnership	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing
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Responsible Officer : Emma McDermott - Central Policy Development Manager

ACTION PROGRESS COMMENTS:

Progress so far:

The Community & Voluntary Sector Forum (CVSF) continues to support and develop a number of representatives to sit on partnership and council bodies. This included representation in the Council's Scrutiny process of the budget setting for 2012/13. The CVSF has worked to ensure that the needs, priorities and aspiration of communities are heard, understood and considered in the design and development of services, policy and strategy. In addition, the CVSF have been involved in or organised the following: Youth Service review; Meeting with Clinical Commissioning Group; Child Poverty and Youth Service Strategy Workshop; and reports to PSB (Public Service Board).

Accountable Officer: Paula Murray

8.3.4 An informed voluntary and community sector engaged collaboratively in decision making

Action	Status	Start Date	End Date	Progress
8.3.4.1 Progress update: An informed voluntary and community sector engaged collaboratively in decision making	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Emma McDermott - Central Policy Development Manager

ACTION PROGRESS COMMENTS:

Progress so far:

The Community & Voluntary Sector Forum (CVSF) continues to support and develop a number of representatives to sit on partnership and council bodies. This included representation in the Council's Scrutiny process of the budget setting for 2012/13.

CVSF and the TDC (Trust for Developing Communities) continue to strategically develop its Small Community Groups Network so that it complements the work of the TDC's Neighbourhoods Network and offers maximum opportunity for smaller groups and volunteers to get involved and influence decision making.

The CVSF co-ordinates and publishes "Position Statements" which represent its members' views on key citywide issues. The Sector is well informed about issues that affect it such as local and national policy, strategy developments and Commissioning through resources such as: Dialogue, CVSF's e-newsletter; CVSF website with access to 'themed' policy information and news; Information on new reps and reps council sent to all CVSF members; and procurement training.

CVSF activity ongoing in conjunction with the progress made on the new infrastructure organisation ensuring ongoing sector collaboration. In 2013, 73%, and in 2012, 74%, of members felt that CVSF networks help their group to get its voice heard. And in 2013, 62% of members said that CVSF networks give them a chance to engage in decision-making around service delivery in comparison to 56% in 2012.

Accountable Officer: Paula Murray

8.3.5 A strong and resilient voluntary and community sector that delivers high quality services for individuals and communities in the city

Action	Status	Start Date	End Date	Progress
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8.3.5.1 Progress update: A strong and resilient voluntary and community sector that delivers high quality services to individuals and communities in the city	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing
Responsible Officer : Emma McDermott - Central Policy Development Manager				
<p>ACTION PROGRESS COMMENTS:</p> <p>Progress so far: The Council's grants programme continues to support the community & voluntary sector through the provision of resources for core funding and specific activity.</p> <p>Strong lines of communication continue to exist within the sector and with its partners. Community & Voluntary Sector Forum (CVSF) has continued to offer a quality enquiries and signposting service to residents, communities and public sector partners through email and telephone, and to circulate information through the CVSF email-list. CVSF now has a social media presence on Facebook, Twitter and Youtube where it can share information with the sector and partners in alternative formats. CVSF is developing themed email-lists to better facilitate 'themed' policy discussions, and continues to maintain a generic email list, a Children & Young People list, a mental health network list, and an environment list.</p> <p>CVSF continues to support the sector to meet up in 'theme' based network meetings: Children and Young People Network; Housing Network; and Mental health Network. This year CVSF has also launched several new networks: Small Community Groups Network; Equalities Network; Health and Wellbeing Network; and a virtual Enterprise & Learning Network. CVSF is also supporting a Safeguarding Sector Group which was launched this year and the Intelligent Commissioning Reference Group. CVSF has held a number of one-off events to bring together the sector and partners. This regular bringing together of members under themed meetings enables the sector to regularly share information and talk about the needs of their clients and communities. Key council and Primary Care Trust officers also attend these meetings to share information across sectors.</p> <p>The above work is continuing with the addition of the progress being made on the new infrastructure organization to ensure that third sector support services are as efficient and effective as possible at meeting the sector's needs.</p> <p>Accountable Officer: Paula Murray</p>				

9 Improving housing and affordability

9.1 Improving Housing Supply

9.1.1 Increase the supply of affordable rented housing

Action	Status	Start Date	End Date	Progress
9.1.1.1 Progress update: Increasing supply of affordable rented housing	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Jugal Sharma - Head of Housing

ACTION PROGRESS COMMENTS:

Progress so far

The new City Plan sets a local housing target for the City to 2030 of 11,300 new homes. The Plan strengthens provisions for affordable housing, including low cost home ownership, (CP20 Affordable Housing) and has lowered the threshold that required an affordable housing contribution to developments of 5 or more dwellings in recognition of the City's high level of housing need. Our Affordable Housing Brief for new affordable homes includes provision to widen opportunities for home ownership and ensure high quality housing for those who cannot afford market housing.

In 2012/13 we completed 46 new affordable homes and at the end of the financial year had over 285 homes on site in development. The council will continue to work with providers, developers, Planning colleagues and the Homes and Communities Agency to enable the delivery of affordable housing in the City.

Investment has been identified for over 500 new affordable homes under the existing 2012-15 Affordable Housing Investment Programme in partnership with Registered Providers and the Homes and Communities Agency (HCA). Over 280 of these new affordable homes are currently in development on sites across the City and 53 have already completed in the 1st quarter of 2013/14

In 2012/13 of the total of 46 units delivered breakdown is as follows – 8x 1bed units, 4x 2bed units and 4x 3bed units for affordable rent and 15x 1bed units and 15x 2bed units for shared ownership

In 2013/14 a total of 259 units are due to complete. In addition it is estimated that a further 213 units will complete in 2014/15.

In the 1st quarter of 2013/14 Balchin Court completed providing 15 council owned units at social rent and Kingsway completed providing 38 units of affordable rents. There was no adverse impact of these schemes slipping from 12/13 to 13/14 on the overall supply of new affordable homes under Local Investment Plan 2012/15.

The number of schemes currently on site is 9, amounting to 285 units with a further 6 schemes providing 134 units awaiting planning or funding and expected to complete within 2013-15

We have prioritised extra Care housing with a £2.686 million bid to the HCA under their Care and Support Specialist Housing Fund for funding toward 45 extra care homes at Brooke Mead: The Brooke Mead pre-Planning process is currently underway with a view to a June Planning application, We continue to review of additional extra care housing opportunities in the City.

The City has hosted two Housing Summit events:

- In March 2013 a housing reception took place in partnership with Registered Providers, which was hosted by the Mayor and & Chair of Housing and sponsored by Guinness South. Currently reviewing HCA latest Build to Rent Fund prospectus to inform private rented supply discussion;
- Housing Summit Summer 2013: Summit held in April to look at welfare reform and the impact on affordable housing nominations and rental management. This provide an opportunity for social housing providers in the city to discuss how best to arrive at some common principle and potential a Lettings Accord

Our Tenancy Strategy 2013 was approved by Housing Committee and delegated authority to the Directors and Heads of

Service to take all steps necessary or incidental to the implementation and delivery of the Tenancy Strategy 2013. The Tenancy Strategy to be passed to Area Panels for their comments and suggestions and the findings to be presented to Housing Committee for consideration.

Accountable Officer: Geoff Raw

9.1.2 Improve and develop deprived neighbourhoods

Action	Status	Start Date	End Date	Progress
9.1.2.1 Progress update: Improve and develop deprived neighbourhoods	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Jugal Sharma - Head of Housing

ACTION PROGRESS COMMENTS:

Progress so far

Estate Regeneration

Capital programme includes £5,315,001 to support building new Council homes (12/13 budget includes £1m for building costs with an additional £4.315m in provisional 13/14 programme). Following on from the housing summit on 29 June, the housing committee approved, in September, the housing investment report enabling further feasibility of potential development sites on HRA land across the city.

Estate Regeneration moved to City regeneration Unit in December 2012. New team to focus on three phase delivery Programme: Phase 1 - former Garage sites, Phase 2 - Vacant land and infill sites, Phase 3 - Wider Estate Regeneration Opportunities. Report providing overview of programme to Housing Committee 6th March 2013.

March 2013 – Phase 2 infill sites/vacant land: PID and Procurement Options paper currently being developed.

Estate Regeneration

(29 affordable homes on garage sites)

Sept Housing Cttee approved the procurement of a delivery partner to take forward final feasibility, design and development of new council homes on vacant garage sites in consultation with stakeholders. Procurement options currently being taken forward.

Feb 2013 - Technical support appointed and procurement underway for garage sites.

Estate Regeneration Team established 03/1/13.

Programme Brief document for wider Estate Regeneration presented to ELT 30/01/13.

Update report agreed by Housing Committee on 6/3/13.

March 2013 - Soft-market testing of both HCA Framework and local ESCC Framework has revealed no interest from developers on either Framework. Project seen as too small, complex and carrying too much risk

Soft-market testing to take place with local RPs in April 2013 and meeting with ESCC developers to identify issues that have deterred them from bidding. Looking at alternative ways of packaging sites and potential for innovative solutions for individual sites.

Accountable Officer: Geoff Raw

9.1.3 Provide opportunities for households to move to larger homes or downsize as their needs change

Action	Status	Start Date	End Date	Progress
9.1.3.1 Progress update: Provide opportunities for households to move to larger homes or downsize.	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing
Responsible Officer : Jugal Sharma - Head of Housing				
<p>ACTION PROGRESS COMMENTS: Progress so far In 2012/13 a total of 46 households were assisted to downsize through the Tenants Incentive Scheme freeing up 18x 2-bed flats, 11x 2bed houses, 14x 3bed houses, 1x 3bed maisonette 2x 4bed houses. The start of 2013/14 has seen increased activity and seeking to put in place an extra officer for a year to help TIS officer with workload to minimise risk</p> <p>Investment has been identified for over 500 new affordable homes under the 2013-15 Affordable Housing Investment Programme in partnership with Registered Providers and the Homes and Communities Agency (HCA). Over 280 of these new affordable homes are currently in development on sites across the City and 53 have completed during the 1st quarter of 2013/14.</p> <p>Development of new affordable homes will be in compliance with the Council's Affordable Housing Brief including new family homes.</p> <p>Accountable Officer: Geoff Raw</p>				

9.1.4 Make the best use of the housing stock

Action	Status	Start Date	End Date	Progress
9.1.4.1 Progress update: Freeing up homes for families in need.	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing
Responsible Officer : Jugal Sharma - Head of Housing				
<p>ACTION PROGRESS COMMENTS: Progress so far The council's under-occupation officer has been successful in freeing up 46 homes for families in need by helping people to downsize. During the 1st quarter of 2013/14 there has been increased activity and as the impact of welfare reform begins to take effect, it is expected that interest in this scheme will increase.</p> <p>A Mutual Exchange 'speed dating' event focused on under and over occupiers has recently been held which saw around 80 households attending. Once it's success has been evaluated there is a potential to expend this to include Registered Provider tenants.</p> <p>Local Lettings Plans are applied to allocation of all new build affordable housing schemes in order to make best use of existing social housing stock through encouraging households to release homes that are too large for them or move to Lifetime / Wheelchair adapted homes rather than the Council have to undertake expensive housing adaptations to their existing property.</p> <p>The Local Lettings Plan on Balchin Court targeted existing social housing tenants encouraging downsizing and enabling the release of 12 additional bedrooms on the re-letting of 10 council homes. In addition, Balchin included two new wheelchair adapted homes let to households whose existing properties we would otherwise have to adapt.</p>				

Accountable Officer: Geoff Raw

9.1.5 Help households become home owners

Action	Status	Start Date	End Date	Progress
9.1.5.1 Progress update: help householders become home owners	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Jugal Sharma - Head of Housing

ACTION PROGRESS COMMENTS:

Progress so far

In 12/13 30 homes were completed for low cost home ownership at the new Hyde Viaduct Lofts development. We have a waiting list of more than 700 households interested in low cost home ownership. The council will continue to work with providers, developers, planning colleagues and the Homes and Communities Agency to enable the delivery of affordable housing in the City.

Investment has already been identified for over 500 new affordable homes, this figure includes nearly 180 Low Cost Home Ownership Homes, under the existing 2012-15 Affordable Housing Investment Programme in partnership with Registered Providers and the Homes and Communities Agency (HCA). Over 280 new affordable homes are currently in development, this figure includes 140 Low Cost Home Ownership homes, on sites across the City.

Accountable Officer: Geoff Raw

9.2 Improving Housing Quality

9.2.1 Work with home owners and landlords to maintain and improve the quality of their housing

Action	Status	Start Date	End Date	Progress
9.2.1.1 Progress update: Work with home owners and landlords to maintain and improve the quality of housing in the private sector	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Jugal Sharma - Head of Housing

ACTION PROGRESS COMMENTS:

Progress so far

Improving Housing Quality including private sector housing renewal is a key aim of the City-wide Housing Strategy. Following the end of Government funding for private sector housing renewal we have sought to maximize inward investment to continue to support home energy efficiency and bring empty homes back into use as outlined in other sections of the Housing CPP.

Private Sector Housing Renewal assistance:

- £2,606,000 private sector housing capital programme (12/13): DFG £1,100,000; Energy efficiency - £536,000; Decent Homes - £1,006,000.
- £1,690,418 remaining private sector housing capital programme (13/14) aligned against existing commitments
- There is no new Private Sector Housing Renewal budget for 2013-14. This means from 1 April we had to formally suspend the private sector housing capital programmes

While there has been no additional capital approved for 2013/14 but there is a carry over of £732k from 2012/13 budget against existing commitments and DFG 'top up' requirements

2013/14 projected programme status:

- £1.695m including DFG (see below) and other carry over against existing commitments
- DFG - £1.1M made up of £727 govt. allocation and top up of £373K from carry over of DFG allocation for 2012-13 and private sector renewal funding carry over
- Allocation of capital and fees to affordable loans scheme
- Allocation of capital to decent homes assistance (against existing commitments)

From 1 April 2013 we will have suspended/ended the following private sector housing capital programmes:

- Home Energy Efficiency programme for vulnerable households;
- Elements of Decent Homes assistance, including Handy Person & Home Safety and Security;
- Disabled Assistance (previously offered over and above £30k DFG limit for eligible households).

Accountable Officer: Geoff Raw

9.2.2 Reduce fuel poverty and minimise CO2 emissions

Action	Status	Start Date	End Date	Progress
9.2.2.1 Progress update: Reduce fuel poverty and reduce co2 emissions	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Jugal Sharma - Head of Housing

ACTION PROGRESS COMMENTS:

Progress so far

Improving Housing Quality including private sector housing renewal is a key aim of the City-wide Housing Strategy. Following the end of Government funding for private sector housing renewal we have sought to maximize inward investment to continue to support home energy efficiency and bring empty homes back into use as outlined in other sections of the Housing CPP.

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- Allocation of capital and fees to affordable loans scheme
- Allocation of capital to decent homes assistance (against existing commitments)

From 1 April 2013 we will have suspended/ended the following private sector housing capital programmes:

- Home Energy Efficiency programme for vulnerable households;
- Elements of Decent Homes assistance, including Handy Person & Home Safety and Security;
- Disabled Assistance (previously offered over and above £30k DFG limit for eligible households).

Energy efficiency of homes and fuel poverty will be one of the elements addressed in the Sustainability Action Plan to support One Planet Living.

Accountable Officer: Geoff Raw

9.2.3 Develop the Brighton & Hove standard for high quality and well maintained council housing and improve tenants' homes to ensure that they meet the standard

Action	Status	Start Date	End Date	Progress
9.2.3.1 Progress update: Ensure the council's housing stock meets the Brighton & Hove standard through a programme of works delivered in partnership between the council and Mears Group.	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing
Responsible Officer : Jugal Sharma - Head of Housing				
<p>ACTION PROGRESS COMMENTS: Progress so far The target for 2012/13 has been achieved with 95.3% of council homes meeting the Decent Homes standard at the end of March 2013. The council expects to achieve the target of 100% of homes meeting the standard by the end of December 2013.</p> <p>Officers have worked with residents and councillors to agree an improvement to the Brighton & Hove Standard that means that residents who have had adaptations to their property will also benefit from further refurbishments to their home where elements are old or in poor condition. This delivers a level above that required by the government standard.</p> <p>Accountable Officer: Geoff Raw</p>				

9.2.4 Work with owners to bring more of the city's long term empty homes back into use

Action	Status	Start Date	End Date	Progress
9.2.4.1 Progress update: Bringing empty homes in the private sector back into use.	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing
Responsible Officer : Jugal Sharma - Head of Housing				
<p>ACTION PROGRESS COMMENTS: Progress so far In 2012/13 a total of 157 empty homes brought back into use. 34 of those homes are being leased to the council on a long term basis for homeless families. Empty Property Strategy results are being maintained through an established programme of making sustained contact with owners, with acceleration to enforcement action as required.</p> <p>Additional funding of £900k has been achieved through a successful bid to the government's Empty Homes Programme (EHP) to return a minimum 60 properties to use for council lease over three years (45 properties in Brighton & Hove and 15 properties in Lewes). This funding will be used on an innovative revolving loan basis in partnership with Parity Trust (not for profit Home Improvement Loan partner) so will fund a significant number of additional units over the coming years.</p> <p>Awaiting outcome of further bid made under round 2 of this programme - £620k for 31 units grant funded with longer lease</p> <p>Community Group Programme supported by the Empty Property Team. Funds for ten homes for local housing co-ops and community groups have been allocated and the Empty Property Team is now working to identify further properties. 2 properties now purchased by local housing co-ops</p> <p>The Empty Property Team continue to work closely with the council's Revenues & Benefits Service to maximise New Homes Bonus through bringing long term empty homes back into use and on proposed changes to Council Tax codes.</p> <p>BHCC Empty Property Team works sub-regionally, providing Empty Property Officer services for Horsham District Council and</p>				

Lewes DC, in addition to continuing to lead the Sussex Empty Homes Forum.

Accountable Officer: Geoff Raw

9.2.5 Ensure new housing is developed to the latest standards

Action	Status	Start Date	End Date	Progress
9.2.5.1 Progress update: Ensure new housing is developed to the latest standards (Code for Sustainable Homes and Lifetime Homes Standard)	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Jugal Sharma - Head of Housing

ACTION PROGRESS COMMENTS:

Progress so far

100% of the 39 new build affordable homes delivered in 2013/13 were built to Lifetime Home standard. The other 7 homes completed were refurbishments rather than new builds where incorporation of Lifetime Homes was unviable.

4 (10%) of the 39 new build affordable homes delivered in 2012/13 were fully wheelchair accessible. The other 7 homes completed were refurbishments rather than new builds where incorporation of the wheelchair standard was unviable.

In the 1st quarter of 2013/14 a total of 6 fully wheelchair accessible homes have been completed with a further 22 completing during 2013/14, and so far 19 homes to be delivered during 2014/15 will be fully wheelchair accessible homes

All new affordable homes are built to level 4 of the code for sustainable. All are built to Lifetime Homes standard.

Accountable Officer: Geoff Raw

9.3 Improving Housing Support

9.3.1 Support households to make informed choices about their housing options

Action	Status	Start Date	End Date	Progress
9.3.1.1 Progress update: Support Households to make informed choices about their housing options	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Jugal Sharma - Head of Housing

ACTION PROGRESS COMMENTS:

Progress so far

The Homemove change of circumstances module went live in 2012/13 enabling people to update their details on their housing register application. This compliments the online application system allowing people to be more self serving.

We have continued to fund the POAL officer from the Homelessness fund which has provided valuable housing options service for ex-offenders leaving Lewes prison. The Probation service has acknowledged the valuable contribution this makes to providing housing options for this group and reducing the potential re-offending.

The specialisms within the Housing options service have continued. This had enabled us to continue to develop good working relationships with various community groups and landlords in the city, which assist us to maximize the housing options available. Whilst it has been increasingly difficult to prevent homelessness through offering alternative options we have managed to minimize the increase in accepted homeless cases.

In 2013/14 we will be rolling out on-line housing options modules so that housing advice will be more accessible to people across the city. This will also enable people to access advice at an earlier stage.

Accountable Officer: Geoff Raw

9.3.2 Provide adaptations and support to households and their carers

Action	Status	Start Date	End Date	Progress
9.3.2.1 Progress update: Provide adaptations and support to householders and carers	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Jugal Sharma - Head of Housing

ACTION PROGRESS COMMENTS:

Progress so far:

In 2012/13 the Housing Adaptations Team delivered over 1,000 adaptations, a total investment across both council and private sector homes of around £2.3m

Private Sector Housing Adaptations: In 2012/13 the team completed a total of 149 Disabled Facility Grants, investing £1m

Funding for adaptations to council homes comes from the Housing Revenue Account (HRA). In 2012/13 the housing adaptations team delivered 854 adaptations including 483 minor adaptations and 371 major adaptations (compared with a total of 556 adaptations last year, 292 minor and 264 major adaptations.) The total investment in council adaptations was £1.3m (compared to £874,000 last year)

The housing adaptations team has worked closely with the Decent Homes programme, joint working and co-funding bathroom and kitchen adaptations and with special projects such as the loft conversion project to ensure best use of capital investment.

Occupational Therapists and OT Assistants in the team work closely with colleagues in housing development and registered provider partners and architects on proposed new affordable housing schemes to ensure these new homes meet the needs of the city, meet lifetime homes standards and a proportion fully wheelchair accessible from the start. In 2012/13 the team were very proud to be involved in the development of new council homes at Balchin Court including 2 fully wheelchair accessible homes for existing council tenants and those who live in the city

Accountable Officer: Geoff Raw

9.3.3 Prevent homelessness and rough sleeping

Action	Status	Start Date	End Date	Progress
9.3.3.1 Progress update: Working to prevent homelessness and rough sleeping	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Jugal Sharma - Head of Housing

ACTION PROGRESS COMMENTS:

Progress so far:

The last Official Rough Sleeper count in November 2012 was 43 (an increase from 37 recorded in 2011; 14 in 2010; 9 in 2009). The Rough Sleeper Street Services & Relocation Team in 2012/13 worked with 1163 individuals (a 37% increase from previous year of 732 individuals); of these 438 had a local connection and 725 did not have a local connection.

Our 'Severe Weather Emergency Protocol' (SWEP) during 2012/13 from November 2012 to April 2013 was open for 44 nights and the average number of people accommodated each night was 40 – compared to 26 the previous year. This figure does not include people accommodated in our temporary, B&B accommodation.

To respond to increasing numbers of rough sleepers and increasing levels of vulnerability / multiple, complex needs (i.e. 'dual diagnosis' clients with mental health; substance misuse support needs) we have:

- re-configured one of our hostels by increasing the number of bedspaces for clients with a 'dual diagnosis';
 - continued to fund a specialist alcohol nurse for hostel residents (that has reduced evictions and A&E admissions);
 - focused more resources on targeted relocation work with rough sleepers;
 - focused more resources to undertake multi-agency (with Police & Community Safety) targeted work with street drinkers;
 - increased the number of ex-rough sleepers working as 'Peer Mentors' as part of our recovery mentor support service, to support and work with rough sleepers
 - piloted accommodation for rough sleepers with multiple, complex needs with intensive floating support & personalized budgets and a care co-ordinated approach that addresses behavioural patterns
 - jointly commissioned (Housing & Clinical Commissioning Group) high level supported accommodation for mental health clients – will be operational from September 2013
- supported a number of providers to apply for 'Homelessness Transitions Funding' to build capacity and enhance support to homeless clients and rough sleepers.

Accountable Officer: Geoff Raw

9.3.4 Reducing worklessness, community cohesion, reducing anti-social behaviour, and reducing inequality

Action	Status	Start Date	End Date	Progress
9.3.4.1 Progress update: Reducing worklessness, community cohesion, reducing anti-social behaviour, and reducing inequality	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Leighe Rogers - Director Brighton and East Sussex Local Delivery Units

ACTION PROGRESS COMMENTS:

Progress so far:

Research shows that homelessness and poor housing are significant criminogenic needs and that access to good quality housing with appropriate tenancy support is a key factor in re-integrating offenders into the community and reducing re-offending. The majority of offenders face multiple disadvantages in the housing market because of problems additional to their criminal record, such as unemployment, substance misuse, poor family and social integration, poor educational attainment and lack of basic and other key skills.

Surrey and Sussex Probation Trust in partnership with BHCC supports offenders to help them find, access and keep appropriate housing in order to reduce offending and in this way enhance community safety. Complex offenders are referred to specialist services and into temporary units where they receive a housing support service, for example: Glenwood Lodge; PHASE 1; William Collier House. Any provision includes the scope to move offenders from supported accommodation into more mainstream rental provision with Registered Social Landlords and floating support.

Accountable Strategic Director: Geoff Raw

Action	Status	Start Date	End Date	Progress
9.3.4.1 Progress update: Support provided through the Supporting People programme	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Jugal Sharma - Head of Housing

ACTION PROGRESS COMMENTS:

Progress so far

The current Commissioning Strategy 2011-2015 for housing-related support is being reviewed during 2013 in conjunction with the Homelessness Strategy. This will involve consultation with our commissioning partners in Clinical Commissioning Group, Public Health, Adult Social Care, in addition to our Providers and clients. Preventative, housing-related support services support over 4,000 vulnerable individuals to maintain independence. These services reduce the need for more intensive and higher cost alternative services (such as residential care, hospital admissions, police interventions) saving the city's public sector more than £30m per annum after alternative service costs are taken into account. Our 2009 Cost Benefit Analysis work is being refreshed this year in 2013 and will feed into the strategy review consultation and development process. Performance targets are being exceeded with 74% of service users in short term services being supported to move on in a planned way to more independent living/accommodation and 99% of long term service users either sustaining or increasing their independence.

Ongoing monitoring of all commissioned services is undertaken by applying a national Commissioning Framework reviewing quality, performance, value for money and outcomes indicates high levels of service standards are being achieved. This year in 2013 we have completed regional and national benchmarking of unit costs of our housing-related support service and our analysis indicates that our unit costs offer excellent value for money in comparison to similar housing-related support services in other areas.

Our monitoring indicates strong partnership-working between providers, police and the ASB team in managing neighbourhood incidents and resolving complaints. The Commissioning Team work with partners as part of various strategic working groups to monitor how complaints from the public are addressed, incidents and safeguarding issues that occur, and take positive action with partner agencies if needed.

Accountable Officer: Geoff Raw

9.3.5 Work to ensure student housing provides a positive contribution to students' lives and the city

Action	Status	Start Date	End Date	Progress
9.3.5.1 Progress update: Student Housing Strategy related actions plus additional programmes of work	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Jugal Sharma - Head of Housing

ACTION PROGRESS COMMENTS:

Progress so far

HMO Additional Licensing scheme designation effective from 5 November 2012. Over 1400 valid applications received as of May 2013. Commencement of enforcement programme between June & Sept 2013 to ensure those landlords who have not approached the Council license. Ongoing review of resources & reporting to feed into formal report back on scheme progress at year 1.

Ongoing review of national mandatory scheme to ensure effective reporting, review and enforcement action where non-compliance with statutory obligation to license.

We have continued to jointly fund with the Universities an negotiator to acquire leased accommodation for use by both students and homeless households which has enabled us to obtain properties on longer leases for the Universities and avoids competition for the same properties and hence avoids driving up rental costs

Accountable Officer: Geoff Raw

10 Promoting resource efficiency and enhancing the environment

10.1 A low carbon city

10.1.1 Low carbon economy

Action	Status	Start Date	End Date	Progress
10.1.1.1 Progress update: Low carbon economy	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Cheryl Finella - Lead Economic Development Officer

ACTION PROGRESS COMMENTS:

This work sits under the Zero Carbon and Equity & Local Economy sections of the city's One Planet Living Sustainability Action Plan.

Progress So Far

- The University of Brighton has been successful in securing up to £5m for their Green Growth Platform (GGP) project. It will provide the intellectual infrastructure required to foster sustainable economic growth in Sussex. It will deliver a healthy innovation ecosystem, address strategic skills shortages and ensure that low carbon environmental goods and services. The GGP will work with key private, public and third sector partners to support the growth of companies operating in Low Carbon, Environmental Goods and Services sectors. The support will emphasise four key sectors: sustainable buildings/retrofit, renewable energy, recycling/waste and water and will focus on small to medium sized enterprises (SMEs) with strong growth potential.

An area based sustainable development plan will also be formulated addressing key issues such as sustainable infrastructure, skills and economic growth which will facilitate the move to a low carbon economy. Community and business engagement will promote the uptake of environmental goods and services amongst residents and businesses, thus accelerating demand

- The Ride the Wave business support programme included two workshops for the environmental industries sector with 52 attendees. The first workshop focused on eco-marketing and received a 95% satisfaction rate, 88% of attendees feeling they could grow their business as a result. The subject of the second workshop access to grants and earned income, with an 83% satisfaction rate and 73% of attendees feeling the workshop would help them grow their business

- The Economic Development and Sustainability Teams at Brighton & Hove City Council supported an EU-funded project called Low Carbon Essentials through marketing, officer presentations and covering venue hire costs. The programme delivered free environmental audits and workshops to businesses in the South East over a two year period ending in Autumn 2012

- The Greater Brighton Eco Tech City Deal is developing a specific focus upon delivering low carbon, high tech, innovation-led growth activities

Future Work

- The Economic Strategy Refresh (ESR) was commissioned in 2012 by BHCC and Brighton & Hove Economic Partnership (BHEP); consultants Roger Tym & Partners and Bio-Regional were awarded the contract. A working group chaired by Geoff Raw Executive Director for Environment Development & Housing is overseeing the work. The ESR aims to help reduce carbon emissions in the city and ensure that the city uses its fair share of the world's resources: moving towards One Planet Living. The ESR will include a range of projects designed to help deliver, five strategic priorities, one of which is to "grow quality jobs and business opportunities in higher value and low carbon sectors".

The strategy is due for sign off by BHCC in July 2013 and by BHEP in September 2013

- Finalising the Greater Brighton Eco Tech City Deal proposals in 2013/14

- The Economic Development Team will deliver actions against the Zero Carbon and Equity & Local Economy sections of the city's One Planet Living Sustainability Action Plan

- The 2013/14 Ride the Wave business support programme will include workshops on reducing carbon, waste, water and energy usage across all business sectors

- Work will continue in supporting the growth of Low Carbon, Environmental Goods and Services sectors through the Environmental Industries Umbrella Group and Green Growth Platform project

- The 2013/14 Ride the Wave business support programme will include workshops on reducing carbon, waste, water and energy usage across all business sectors

Barriers to performance

- Scale of impact from projects will be limited by funding restrictions
- Business investment levels and disposable income remaining well below 2008 levels, impacting both on business-to-business and business-to-consumer markets

Accountable Officer: Geoff Raw

10.1.2 Low carbon buildings

Action	Status	Start Date	End Date	Progress
10.1.2.1 Progress update: Low carbon homes and buildings	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Cheryl Finella - Lead Economic Development Officer

ACTION PROGRESS COMMENTS:

This work is a significant part of the Zero Carbon city section of the city's One Planet Living Sustainability Action Plan
Progress so far:

The city council and partners have a strong and continuing role in delivering home energy efficiency improvements across both the council housing stock and the private sector. Across private sector housing the 'Brighton and Hove and East Sussex Together' partnership (BEST) programme funded the Brighton & Hove Energy Action Partnership (BHEAP) which delivered home energy efficiency measures to some of the most vulnerable residents in private sector housing, including more than: 1400 loft insulations; 1100 cavity wall insulation; 1500 heating measures; and 150 solar water heating systems.

In 2012-13 £536,000 was spent on home energy efficiency grants and assistance through the Private Housing Renewal Assistance Policy. The funding of this programme has come to an end and subsequently grants and assistance are currently suspended for 2013-14.

Significant promotion of the Warm Homes insulation scheme was carried out in 2012 and a series of energy cafes were held across the city to promote home energy efficiency and measures and support householders in the city can access. Further energy cafes were held at the beginning of 2013 as part of the DECC funded fuel poverty project 'Your Warm Home'.

Home Energy Conservation Act report published on council website http://www.brighton-hove.gov.uk/downloads/bhcc/energy/Brighton__Hove_HECA_report_2013.pdf

2012-13 saw successful bids to the Department of Energy & Climate Change for both fuel poverty and Green Deal Pioneer Places projects. The funding totaling £508K for Brighton & Hove has led to 60 vulnerable households receiving energy efficiency measures such as heating and insulation in their homes, 100 residents receiving a free Green Deal assessment of their property and 10 households receiving energy efficiency improvements to their homes to a value of £10K.

The City Council annually delivers Eco Open Houses in partnership with the Low Carbon Trust and Brighton Permaculture Trust. During the event local houses open to the public demonstrating environmental features. The event aims to demystify and inspire the uptake of energy efficiency measures in the home. During the 2012 event 1200 visitors attended 18 open houses: 97% of visitors stated they 'learned something from the visit'; visitors pledged to undertake measures in their own homes with potential to achieve 1,225 tonnes CO2 reduction with a spend of £1million committed (averaging at £2,200 per person). Potential resulting savings on annual utility bills could be £96K (gas); £25K (electricity); and £16K (water).

Future Work Planned:

The city council has agreed a Memorandum of Understanding with West Sussex County Council to participate in the procurement of a Green Deal provider for Sussex. The procurement activity is underway with the plan for a contract to be in place at the end of 2013. The final extent of the city councils involvement in this scheme and any decision regarding possible investment will be decided in 2013 with reports presented to council as appropriate.

Following the development of the City Climate Change Strategy, a three-year action plan has been drafted under the 10 Principles of One Planet Living, including actions for a Zero Carbon City which focuses on encouraging use of Energy Company Obligation and the Green Deal to retrofit energy efficiency in homes & businesses, developing a short study into 'hard to treat' buildings, working with developers to ensure best practice in energy efficiency and the use of renewable energy, expanding the Eco Open Houses programme and delivering a programme of workshops for City businesses to make energy savings.

Barriers to performance:

The main barrier for private sector housing energy efficiency improvements are the end of funding for energy efficiency grants and assistance, previously funded through a combination of energy company obligations, housing renewal funding from central government and more recently through council borrowing.

Accountable Officer: Geoff Raw

10.1.3 Low carbon transport

Action	Status	Start Date	End Date	Progress
10.1.3.1 Progress update: Low carbon transport	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Andrew Renault - Head of Transport Strategy & Projects

ACTION PROGRESS COMMENTS:

Progress So Far:

Carbon reduction from transport is a high priority in the council's Local Transport Plan 3 (LTP3), which is summarized in the Sustainable Transport section of the city's One Planet Living Sustainability Action Plan.

The LTP includes the transport strategy for the city (approved in May 2011). To support meeting this objective, the council has been successful in securing over £4 million from the government's Local Sustainable Transport Fund (LSTF) for the A270 Lewes Road corridor. The project involves key partners such as Southern Rail, Brighton & Hove Buses, Sussex and Brighton Universities, the Primary Care Trust, and the Engineering and Physical Sciences Research Council.

The council's Climate Change Strategy also helps to identify the ways in which transport can support other citywide and council initiatives to reduce carbon emissions.

In addition to those vehicles purchased last year, the Brighton and Hove Bus & Coach Company continue to invest in new buses (11 Euro 5 buses so far this year) replacing older vehicles, which include improved engine technologies, and will help to reduce carbon emissions compared to conventional buses. Improvements to service routes should also continue to increase bus patronage and reduce car use.

A review of existing electric vehicle charging points has been undertaken in order to assess how future provision can be developed. The results are under consideration and A further £20,000 from the LTP capital programme has been allocated for 2012/13 to assist in the management and development of the charging point network

Future work planned:

The LSTF Lewes Road project will continue to be delivered and includes:

- Upgrades to public transport facilities such as real time bus signs, bus shelters and accessible bus stops
- Improvements for pedestrians, buses and cyclists
- Improved links to the new South Downs National Park, and; provision of sustainable travel information and incentives to residents, school children and university students

The Local Transport Plan includes activities which include:

- Encouraging a transfer to lower carbon forms of transport, such as buses
- Encouraging zero carbon options, such as walking & cycling; changed travel behaviour (e.g. greater use of car sharing)
- Reducing the need to travel (e.g through more sustainable business practices)

Brighton and Hove Bus Company are planning to introduce 20 further Euro 5 buses. There are also plans to improve services and routes, which will encourage greater use of public transport.

Barriers to Future Performance:

- Adequate progress in vehicle and engine technology development and adoption
- Associated initial costs and the cultural shift required (i.e adapting to charging times) to increase the uptake of electric vehicles are recognised the Department for Transport (DfT) as being potential barriers to progress in this area
- Ensuring adequate levels of funding are secured to support and expand existing projects, and develop new initiatives.
- Meeting targets set for carbon reduction is reliant on the combined efforts of partners, stakeholders, local communities and residents

- The council is reliant on popular support during consultations for sustainable transport options that reduce carbon emissions
- Sufficient change in travel behaviour to lower carbon transport alternatives such as walking, cycling and public transport.

Accountable Officer: Geoff Raw

10.1.4 Increasing the use of renewable and sustainable energy sources

Action	Status	Start Date	End Date	Progress
10.1.4.1 Progress update: Increasing the use of renewable and sustainable energy sources	Ongoing	18-Oct-2011	31-Mar-2013	Ongoing

Responsible Officer : Thurstan Crockett - Head of Sustainability

ACTION PROGRESS COMMENTS:

This work forms part of the Zero Carbon section of the city's One Planet Living Sustainability Action Plan

Progress so far

Brighton Energy Co-op successfully raised over £230K through a community share offer which enabled them to install 137kWp of community owned solar panels at Shoreham Port, City Coast Church and St George's Church in Kemptown.

Brighton University also installed a 50kWp solar array on the Cockcroft building which contributes to their 50% CO2 emissions reductions targets.

The council has installed 29 solar PV installations on council housing stock. These serve 76 tenant dwellings and 26 leasehold flats.

The City Sustainable Energy Study is complete and has been shared with key city energy stakeholders, officers and a group of councillors, with options and priorities explored initially. One focus is on district heating potential in city development areas identified in the emerging City Plan; three local district heating network opportunities are identified in more detail, from a potential 14.

The Study also more identifies renewable energy potential in and around the city; at the same time, an Energy Study being undertaken by the same firm of consultants is has been reported to the South Downs National Park Authority and this could lead to some shared priorities.

Future Work Planned

The council is currently exploring business models that would allow it to install solar PV to the full 1600 potential properties identified in an original options appraisal (2010-11).

It will also explore, through the development of a Green Deal model, the option of increasing the availability and uptake of solar PV installations for city residents in the private sector.

Over the next 3 years £1.5M has been allocated by the city council to the installation of solar PV in Housing Revenue Account capital budget, it is estimated that this will achieve over 200 installations.

The Sustainable and Renewable Energy strand of the Climate Change Strategy suggests next steps include the development of a comprehensive sustainable energy strategy for the city, including:

- Developing city intelligence, benchmarking identified innovative projects and cities, building up best practice and consistent information sources;
- Mapping opportunities for large-scale and small-scale sustainable energy development;
- Developing local sustainable energy generation capacity (skills, business support);
- A sustainable energy advice agency;
- Maximising the city's ability to access funding opportunities, and establishing a process for revenue and investment management;
- Developing an investment plan to secure commitment from a range of stakeholders and investors.

Shoreham Port has invited the Brighton Energy Co-op to install solar panels on further roofs and this along with other potential sites means Brighton Energy Co-op aims to doing a second community share offer to raise £500K in summer 2013 and install up to 500kWp of PV

Barriers to performance

Uncertainty for investors created by mixed messages from government, changes to the 'Feed in Tariff rate' and delays to the 'Renewable Heat Incentive' have dented investor confidence in this sector.

Accountable Officer: Geoff Raw

10.2 A city adapting well to climate change

10.2.1 Robust planning in place for climate change adaptation

Action	Status	Start Date	End Date	Progress
10.2.1.1 Progress update: Robust planning in place for climate change adaptation	Ongoing	18-Oct-2011	31-Mar-2013	Ongoing

Responsible Officer : Thurstan Crockett - Head of Sustainability

ACTION PROGRESS COMMENTS:

This work forms part of the Sustainable Water section of the city's One Planet Living Sustainability Action Plan

Progress so far:

Phase 1 of the city Surface Water Management Plan (flood modelling) has been completed and the Environment Agency has published a Preliminary Flood Risk Assessment for the city:

<http://www.environment-agency.gov.uk/research/planning/135538.aspx>

Coastal study

- Brighton Marina to River Adur Flood and Coastal Erosion Risk Management strategy – consultants Halcrow have begun this study following Environment Agency guidelines and are due to completed it in 2014.
- Brighton Marina to Newhaven coastal strategy: consultants are being appointed to review the existing strategies and make recommendations for areas to be updated.

A Local Climate Impact Profile study (see: <http://www.ukcip.org.uk>), using national methodology has been undertaken. This tool is designed to enable local authorities to understand how their council services are affected by historical climate events and how they can learn from such experience to adapt to a future climate. Basic analysis of Climate Projections has been undertaken and further work is required.

A drought planning group was temporarily formed into a Sustainable Water Officer Group to help draw up the Sustainable Water Action Plan for the council, with the Environment Agency leading on developing the city section. This now incorporates climate change adaptation requirements and actions as part of the city's One Planet plan.

Future work planned:

Coastal studies

- Brighton Marina to River Adur Flood and Coastal Erosion Risk Management strategy – A range of options for managing coastal erosion and flooding in the future are out for consultation until 17 June. Following this consultation these options will be evaluated in more detail, a short list drawn up and put out to a further round of consultation later in the year.
- A report will come to committee in summer 2014 for permission to submit the final document to the Environment Agency for approval.
- Brighton Marina to Newhaven coastal strategy – detailed work on a revised and updated strategy for the coast from the Marina to Newhaven will begin next year, led by Lewes District Council, with grant aid from the Environment Agency This will review the existing strategy - now over 10 years old.

Surface Water Management Plan

- Further proposals for progression of the Brighton & Hove City Council (BHCC) Surface Water Management Plan (SWMP), and development of procedures for managing the council's new and emerging responsibilities as a Lead Local Flood Authority (LLFA) have been delayed. This has occurred though a combination of departmental changes within the council and central government timetable changes for the implementation of sections of the Flood and Water Management Act, 2010.

- However, BHCC still have on-going statutory responsibilities under the Flood Risk Regulations 2009, which transpose the EU Floods Directive (Directive 2007/60/EC) into UK law. In preparation for delivery of BHCC's next flood risk management obligation, the Council have planned the following:

- Completion of Phase 2 which will conclude with production of flood hazard and flood risk maps – summer 2013.
- Phase 3 will follow including: Consideration of viable mitigation options for any flood risk areas and assess the

cost/benefit implications (to be completed by Autumn 2013); Preparation of a Flood Risk Management Plan (by 22nd June 2015)

- Furthermore, development and oversight of a Local Strategy for Flood Risk Management will also be required. This will be a public document, which will not only identify areas of local flood risk and mitigation proposals, but it should also indicate timeframes for implementation and the source of funding for any works.

The Local Climate Impact Profile work made steps towards raising awareness of climate change adaptation across the organisation within Brighton and Hove City Council. Much more could be done across the city to improve resilience and preparedness, including detailed analysis of the local climate projections, a comprehensive assessment of risks and opportunities of our changing climate and a community engagement programme to increase resilience in severe weather. An adaptation group was convened with a remit to agree the best approach in taking forward actions identified in the Local Climate Impact Profile (LClip) work, and regional links are being explored through the Environment Agency, which now is the responsible authority for Climate Change Adaptation.

Joint working opportunities should be further explored with neighbouring local authorities, organisations and public sector bodies. A workshop was held with members of the Sussex Sustainability Network (local authority officers) to share progress on climate change work across the region, learn from each other and identify opportunities for joint working.

Barriers to achieving good performance:

Resource constraints and prioritisation make it difficult to undertake further projections and development work beyond what is covered above.

Accountable officer: Geoff Raw

10.3 Less waste creation in the city and cost effective, sustainable management of waste that is created

10.3.1 Reduction of waste and increased levels of reuse, recycling and composting

Action	Status	Start Date	End Date	Progress
10.3.1.1 Progress Update: Reduction of waste and increased levels of reuse, recycling and composting	Ongoing	07-Nov-2011	31-Mar-2013	Ongoing

Responsible Officer : Jan Jonker - Head of Strategy

ACTION PROGRESS COMMENTS:

Progress So Far:

- Waste Management Strategy formally adopted in May 2012
- Communal recycling trial implemented and reviewed. Trial has been very successful with a high level of public support and the tonnage of material collected for recycling increasing by 70%.
- The Department for Communities and Local Govt. (DCLG) bid to roll the scheme out more widely subject to consultation has been submitted and a decision is expected in October as to whether the bid has been successful.
- Bid to DCLG to roll out communal recycling has been successful. A grant of £840,000 has been awarded to implement the scheme subject to consultation.
- Consultation on communal recycling completed, results being analysed. A decision on whether to roll the scheme out will be taken at the Environment, Transport and Sustainability Committee on 9 July 2013

Future work planned:

- Roll out of communal recycling in the city centre subject to funding and consultation.
- Future action plan set out in Brighton and Hove Waste Management Strategy Action Plan.

Barriers to performance:

- Roll out of communal recycling is subject to funding and consultation.
- Interreg funding bid for food waste collection trial has not been successful.

Accountable Officer: Geoff Raw

10.4 Increase and conserve levels of biodiversity through work towards delivery of the Biosphere Reserve

10.4.1 Increased habitat connectivity

Action	Status	Start Date	End Date	Progress
10.4.1.1 Progress update: Increased Habitat Connectivity	Ongoing	07-Nov-2011	31-Mar-2013	Ongoing
Responsible Officer : Jan Jonker - Head of Strategy				
<p>ACTION PROGRESS COMMENTS:</p> <p>Progress So Far:</p> <ul style="list-style-type: none"> • Surveys on potential Sites of Nature Conservation Importance (SNCIs) are complete and progress is being made with the collation of the data for consideration by independent selection panels scheduled for quarter one of 2013/14. Once the new SNCIs are selected they will form an important component of the citywide green network. • Consultation on Whitehawk Hill Local Nature Reserve has been completed with a lot of public support for the proposals. Work is underway to improve the area based on the consultation <p>NIA work is progressing, one butterfly bank has been completed, a further seven are scheduled for 2013/14.</p> <p>Future work planned:</p> <ul style="list-style-type: none"> • Consultation on proposals for Whitehawk Hill Local Nature Reserve will be completed for November. • Nature Improvement Area funding will be used to create 15 chalk grassland hotspots to encourage wildlife, similar to the Dorothy Stringer Butterfly Haven by 2015-16 • Management of existing sites (eg Whitehawk Hill) will be improved by extending the introduction of conservation grazing. • Selection panels to consider the review of SNCIs (now known as Local Wildlife Sites (LWS) will take place in July 2013. <p>Barriers to performance:</p> <ul style="list-style-type: none"> • Responses to consultations may not always be favourable to improved conservation management <p>Accountable Officer: Geoff Raw</p>				

10.4.2 Important species and habitats and sites are defined, conserved; their favourable conservation status achieved

Action	Status	Start Date	End Date	Progress
10.4.2.1 Progress update: Important species and habitats and sites are defined, conserved; their favourable conservation status achieved	Ongoing	07-Nov-2011	31-Mar-2013	Ongoing
Responsible Officer : Jan Jonker - Head of Strategy				
<p>ACTION PROGRESS COMMENTS:</p> <p>Progress So Far:</p> <ul style="list-style-type: none"> • The consultation on the Local Biodiversity Action Plan has been completed and the results are being analysed and assessed. Formal adoption will be sought in the first quarter of 2013. • See also actions under point 6.4.1 above • The Local Biodiversity Action Plan has been formally adopted by the council in February 2013 <p>Work is progressing on implementation of the High Level Stewardship Scheme (HLS) to improve chalk grassland through grazing</p>				

Future work planned:

- Continue implementation of the high level stewardship scheme to improve conservation of chalk grassland through the introduction of sheep grazing
- Delivery of the Local Biodiversity Action Plan following formal adoption.

Barriers to performance:

Responses to consultations may not always be favourable to improved conservation management

Accountable Officer: Geoff Raw

10.4.3 Measurable benefits to communities and the economy

Action	Status	Start Date	End Date	Progress
10.4.3.1 Progress update: Measurable benefits to communities and to the economy	Ongoing	07-Nov-2011	31-Mar-2013	Ongoing

Responsible Officer : Jan Jonker - Head of Strategy

ACTION PROGRESS COMMENTS:

Progress So Far:

- The Biosphere Project was formally launched in May 2012. The partnership now includes: South Downs National Park; Environment Agency; Wildlife Trust; Inshore Fisheries; Conservation Association; and, neighbouring local authorities.
- The Biosphere project has been promoted at a large number of events across the city led by the Ranger Service.
- The Biosphere Management Strategy is being prepared by the partnership ready for public consultation in the first quarter of 2013/14.
- See also actions under 6.4.1 and 6.4.2 above.
- The Biosphere Management Strategy has been completed - consultation on the strategy and on the Biosphere proposals more generally has been completed
- A UNESCO representative visited the area to monitor progress with the application. The visit was very successful and the application will be submitted in September 2013 on behalf of the partnership

Future work planned:

- Public consultation in the first quarter of 2013/14.
- Submission of Biosphere application by September 2013.
- The proposed submission to UNESCO will be presented to the Environment, Transport and Sustainability Committee on 9 July 2013

Accountable Officer: Geoff Raw

11 Promoting sustainable transport

11.1 Improving health and tackling climate change

11.1.1 Reducing carbon emissions

Action	Status	Start Date	End Date	Progress
11.1.1.1 Progress update: Low Carbon Transport	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Andrew Renault - Head of Transport Strategy & Projects

ACTION PROGRESS COMMENTS:

Progress So Far:

Carbon reduction from transport is a high priority in the council's Local Transport Plan 3 (LTP3), which is summarized in the Sustainable Transport section of the city's One Planet Living Sustainability Action Plan.

The LTP includes the transport strategy for the city (approved in May 2011). To support meeting this objective, the council has been successful in securing over £4 million from the government's Local Sustainable Transport Fund (LSTF) for the A270 Lewes Road corridor. The project involves key partners such as Southern Rail, Brighton & Hove Buses, Sussex and Brighton Universities, the Primary Care Trust, and the Engineering and Physical Sciences Research Council.

The council's Climate Change Strategy also helps to identify the ways in which transport can support other citywide and council initiatives to reduce carbon emissions.

In addition to those vehicles purchased last year, the Brighton and Hove Bus & Coach Company continue to invest in new buses (11 Euro 5 buses so far this year) replacing older vehicles, which include improved engine technologies, and will help to reduce carbon emissions compared to conventional buses. Improvements to service routes should also continue to increase bus patronage and reduce car use.

A review of existing electric vehicle charging points has been undertaken in order to assess how future provision can be developed. The results are under consideration and A further £20,000 from the LTP capital programme has been allocated for 2012/13 to assist in the management and development of the charging point network

Future work planned:

The LSTF Lewes Road project will continue to be delivered and includes:

- Upgrades to public transport facilities such as real time bus signs, bus shelters and accessible bus stops
- Improvements for pedestrians, buses and cyclists
- Improved links to the new South Downs National Park, and; provision of sustainable travel information and incentives to residents, school children and university students

The Local Transport Plan includes activities which include:

- Encouraging a transfer to lower carbon forms of transport, such as buses
- Encouraging zero carbon options, such as walking & cycling; changed travel behaviour (e.g. greater use of car sharing)
- Reducing the need to travel (e.g through more sustainable business practices)

Brighton and Hove Bus Company are planning to introduce 20 further Euro 5 buses. There are also plans to improve services and routes, which will encourage greater use of public transport.

Barriers to Future Performance:

- Adequate progress in vehicle and engine technology development and adoption
- Associated initial costs and the cultural shift required (i.e adapting to charging times) to increase the uptake of electric vehicles are recognised the Department for Transport (DfT) as being potential barriers to progress in this area
- Ensuring adequate levels of funding are secured to support and expand existing projects, and develop new initiatives.
- Meeting targets set for carbon reduction is reliant on the combined efforts of partners, stakeholders, local communities and residents
- The council is reliant on popular support during consultations for sustainable transport options that reduce carbon emissions
- Sufficient change in travel behaviour to lower carbon transport alternatives such as walking, cycling and public transport.

Accountable Officer: Geoff Raw

11.1.2 Improving air quality

Action	Status	Start Date	End Date	Progress
11.1.2.1 Progress update: Improving air quality	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Andrew Renault - Head of Transport Strategy & Projects

ACTION PROGRESS COMMENTS:

Progress So Far:

The lack of improvement in city centre roadside nitrogen dioxide emissions in Brighton & Hove is likely to be due to the following contributory factors:

- A higher proportion of diesel vehicles that show no performance improvement in emissions of NO2
 - A higher proportion of older petrol vehicles with catalytic converters that perform less well with time
 - Vehicle engines and emission abatement technologies that are not suited to 1000s of miles at low speeds combined with harder accelerations for example pulling away from junctions and on hill climbs
 - Narrow street ways that are less favourable for dispersion of emissions and entrainment of fresher ventilation
- In 2012 Nitrogen dioxide was continuously monitored on Beaconsfield Road, North Street and Lewes Road and the results show concentrations continue above EU and English standards.

The Environmental Protection Team is currently re defining the cities air quality management area leading to a new prioritised air quality action plan that will make recommendations for health, transport and development planning. Transport initiatives such as Improved car park signing and 'intelligent' traffic signals improve flow and keep traffic moving, while the continued upgrading and extension of the city's cycle network and improvements for public transport passengers such as real-time information and accessible bus stops promote and enable greater public transport.

Future work planned

A new Air Quality Management Area is to be put forward to July committee. This will trigger a new Air Quality Action plan which will detail recommendations to improve air quality in the City Center.

Barriers to future performance

- Diesel and older petrol vehicles show limited performance improvement in emissions of nitrogen dioxide
- Narrow streets and transport corridors inhibit dispersion and ventilation.

Accountable Officer: Geoff Raw

11.1.3 Increasing levels of walking and cycling in the city

Action	Status	Start Date	End Date	Progress
11.1.3.1 Progress update: Increasing levels of walking and cycling in the City	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Andrew Renault - Head of Transport Strategy & Projects

ACTION PROGRESS COMMENTS:

Progress So Far:

The successful bid to the government of just over £4m from its Local Sustainable Transport Fund (LSTF) for the A270 Lewes Road corridor has enabled work to be undertaken on a number of transport improvements. Much of this investment will help to provide better provision for people to walk and cycle, including links to the South Downs National Park (SDNP). The work is due to be completed before the end of 2013. A second tranche bid to the same fund by Brighton & Hove, West and East

Sussex, Hampshire and Surrey councils, which seeks to further improve sustainable transport links to the SDNP has also been successful and scheme development and delivery is underway.

An additional £330k worth of funding secured from Sustrans has been used to complete new cycle and pedestrian facilities on the A270 Old Shoreham Road in 2012, to encourage travelling to school and work by bike and on foot. A study for achieving greater cycle permeability in the city centre has been completed and implementation of proposals has begun.

The council has also made significant steps through local engagement and consultation in developing ideas to make Valley Gardens the living heart of the city by upgrading the open spaces and improving routes for pedestrians, cyclists, drivers and public transport. The council's Transport Committee has received a number of reports on the progress of the proposals and a Masterplan has been developed.

The Personalised Travel Planning (PTP) project continues to make contact with a significant number of households to offer incentives to travel more sustainably, including offers of cycle training and cycle equipment.

The council has submitted a bid for funding for cycling, walking and public realm improvements from the Department for Transport's [DfT] Cycle City Ambition Grant fund. The Greater Brighton City Region (GBCR) was one of 20 areas involved in City Deal proposals who were invited to bid. Partners in the GBCR include Adur, Worthing and Lewes District Councils and East and West Sussex County Councils and each has agreed to support the bid due to the long term benefit this will bring for cross-boundary cycling facilities. The bid includes proposals that will secure 'transformational change' for active travel, and two areas proposed to benefit from the bid are A270 Old Shoreham Road (Phase 2) – extending this new section of cycle route a further 900m westwards, with junction improvements and pedestrian priority features – and A259 Marine Parade. The announcement of successful bids is expected in June 2013.

From 1 April 2013 the city's public health directorate formally became part of the city council. The public health team will be working to put health and wellbeing at the heart of the council's policies and promote greater health equality across the city. This also presents opportunities to take a more holistic approach in areas such as transport, and the Active Travel Forum for the city is one way of achieving this. The forum will promote, support and encourage active travel through the medium of regular networking-events, and the focus will be on encouraging positive behaviour change amongst the least active for the greatest public health benefit

Future work planned:

Work will continue on the introduction of the Lewes Road LSTF corridor, and some links to the SDNP will be improved in the area, including modifications to the Woodingdean/Falmer bridleway.

Proposals to investigate options for the Dyke Road cycle route will be funded with £100,000 from the LTP budget and PTP will continue to be resourced effectively as part of the community development work for sustaining active travel (walking & cycling) in the Lewes Road LSTF area.

Based on the Masterplan that has been agreed, the incremental development of ideas and options for the Valley Gardens area will continue, and options will be closely linked to the Better Bus Area project.

Completion of various programmes of works including new pedestrian crossings will enhance the pedestrian and cyclist environment and experience, especially for those with mobility difficulties, and make journeys by these forms of transport more attractive, convenient and safe.

The rolling programme of on-street cycle parking will continue to provide facilities in a number of locations across the city, supporting cycle journeys by providing for the beginning and end of journeys.

The Active Travel Forum will continue to meet three times a year and each meeting will focus on a different theme.

Barriers to Future Performance

- Cycle and pedestrian monitoring needs to be maintained and improved to provide adequate information on usage and enable the impact of walking & cycling interventions to be assessed across the city as a whole.
- Achieving consensus on designs for projects from external consultees is key to informing and progressing proposals through decision-making processes.
- Forums and discussion groups will not be beneficial or effective if affected by lack of interest in, or ownership of, the forum/group amongst the target audience.
- Positive input/interest from Highways Agency in securing safer/improved Trunk Road crossing points, and identification of gaps in Rights of Way network

Accountable Officer: Geoff Raw

11.2 Keeping the city moving

11.2.1 Improving access to jobs and schools

Action	Status	Start Date	End Date	Progress
11.2.1.1 Progress update: Improving access to jobs and schools	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing
Responsible Officer : Andrew Renault - Head of Transport Strategy & Projects				
<p>ACTION PROGRESS COMMENTS:</p> <p>Progress So Far:</p> <p>The council continues to help businesses develop and deliver sustainable approaches to transport with Workplace Travel Plans, through voluntary participation and the planning system. Surveys have shown good levels of walking and cycling for journeys to work. The well-established Brighton & Hove Travel Plan Partnership meets regularly, most recently in February 2013, and continues to welcome new members.</p> <p>The School Travel Plan programme includes many activities to support access to schools. Significant numbers of children have received road safety pedestrian training, and a number of highly valued school crossing patrols also continue to operate across the city, serving many schools. A focus on promoting and providing training and facilities for scooters in primary schools has also been established.</p> <p>The development of a new Safer Routes to School scheme in the Fiveways area of the city has continued in order to assist movement to and from the Balfour Primary, Dorothy Stringer and Varndean Schools campus.</p> <p>Brighton and Hove Bus Company have made improvements to routes and services.</p> <p>Future work planned:</p> <p>The council will continue to request and secure Travel Plans through the planning system, and ensure that existing plans are fully implemented, and work with the Travel Plan Partnership. Funding from the LTP continues to be allocated for use on match-funded initiatives for improved transport provision at a number of employment/business sites. Analysis of staff travel surveys from over 25 sites across the city using the iTrace software will continue to provide updated and increased information on travel patterns, and will be available at the end of October 2012. The next Travel Plan Partnership meeting is expected to be held in February 2013.</p> <p>Officers will continue to work with schools that do not have School Travel Plans, or require their plan to be reviewed and updated, especially those that are privately run. Continued support and advice for schools through the provision of road safety education, training and publicity will help to ensure that safe and sustainable transport is promoted and used for the journey to school.</p> <p>A new programme of Safer Routes to School projects will be developed to continue to improve journeys to school, and proposals for improvements to the environments around local schools.</p> <p>Further improvements to routes and services are planned by Brighton and Hove Bus Company in September 2013.</p> <p>Barriers to Future Performance:</p> <ul style="list-style-type: none"> • Maintaining and growing the Travel Plan Partnership and resourcing this work. • Maintaining the continued involvement of all schools in the city with the development and ownership of their travel plans and the benefits that they bring for their pupils and families and their local neighbourhoods and communities. <p>Accountable Officer: Geoff Raw</p>				

11.2.2 Increased use of car clubs and public transport

Action	Status	Start Date	End Date	Progress
11.2.2.1 Progress update: Increase use of car clubs and public transport	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing
Responsible Officer : Andrew Renault - Head of Transport Strategy & Projects				

ACTION PROGRESS COMMENTS:

This work sits under the Zero Carbon sections of the city's One Planet Living Sustainability Action Plan.

Progress So Far:

There are now over 70 car and vans available in the city that are parked in dedicated, on-street parking spaces. These are provided by one car club operator – City Car Club. The council will continue to support car club use and try to help meet residents' demands for increased access to cars. Some bays are also provided in association with planning agreements, and the costs of their implementation are paid by the developer.

Bus passenger journeys in the city are estimated to have risen to 44.8 million in 2012/13, an increase of nearly 5% over last year. The results of the most recent National Highways and Transport [NHT] Network survey has also shown that levels of satisfaction with local bus services and public transport information in the city are still amongst the highest in the country. This demonstrates the work done by bus operators in partnership with the council is continuing to be successful and benefitting local residents. The use of smartcards (known as The Key) by Brighton & Hove Bus passengers continues to increase and punctuality levels are rising.

The council's Transport Committee approved detailed design work to get underway on the £1.5 million project to improve the area around the city's busiest transport hub – Brighton Station Gateway. Work is expected to start during 2013, subject to finalising the detail of these designs. The council is also working closely with Southern Railway to deliver a cycle parking hub to the north of the station.

Last March the council secured £3.48 million worth of funding from the Department for Transport for the Better Bus Area project which also includes the Lewes Road and Eastern Road areas. The total fund is £5.82 million with contributions added by the council and Brighton and Hove Bus Company. The funding has already been used to increase and extend key bus services in the city, with the 23 service increased from two to three buses an hour with an evening and Sunday service added, the 38 service extended to serve Brighton Station and the 48 service increased from three to five buses an hour.

Public consultation on options for Brighton Station Gateway has continued and in response to took place in early 2012. Given the responses that were received, it was agreed that a preferred option should be developed and considered further by the council's Transport Committee prior to a further round of public consultation.

Work is continuing on the design and construction of more accessible bus stops across the city, including most recently, improved facilities being installed in Wilson Avenue and Woodbourne Avenue.

Officers continue to participate with other local authorities in regional meetings with Network Rail regarding its Long Term Planning Process, which includes a London & South East Market Study.

Brighton and Hove Bus Company have made improvements to routes and services.

Future work planned:

Further consideration will now be given to how the city's car club network will operate with one operator. This will include a review of the overall distribution of vehicles; their location e.g. inside and outside parking zones; levels of use of vehicles/spaces by residents; and consideration of how other authorities manage/accommodate car club operators.

The council will continue to develop its Quality Bus Partnership, working with bus operators to facilitate co-operative working on shared outcomes. In particular, the upgrading of the real-time information system will be progressed to enable people to have better access to information and the development of Smartcard technology for bus passengers is being supported and promoted. Through comprehensive and inclusive consultation, increasing the provision of accessible bus stops will continue, with particular emphasis on providing improvements in the outlying areas of the city where current provision is needs attention.

Public consultation is now underway on the Better Bus Area proposals for Edward Street and will run until mid/end of June.

Accessible bus stop improvements are planned at The Grenadier in Hangleton and at Withdean Stadium. Further improvements to route frequencies are expected to be introduced by bus companies where commercially viable.

The city council will continue to lobby for improved rail services when required and work with Southern Railways on further provision of passenger shelters, cycle storage facilities, and additional CCTV cameras on routes to and from stations, alongside small-scale works to improve station access, especially those stations that serve the Lewes Road corridor, with improvements made to the access path to Moulsecoomb Station, over the summer.

In order to maintain and improve taxi services and facilities in the city, the council continues to regularly host and support the Brighton and Hove Hackney Carriage and Private Hire Consultation Forum, addressing issues such as ranks, licensing, wheelchair accessible vehicle specifications and surveys to establish levels of unmet demand for taxi services.

Further improvements to routes and services are planned by Brighton and Hove Bus Company in September 2013.

Barriers to Future Performance:

- Achieving greater distribution of car club vehicles across the city
- 97% of the bus services in the city are commercially operated and the city council does not have any control over them. The city council can provide the right environment for bus services to operate (bus lanes, traffic priority, high quality bus stops

etc) but ultimately the quality of the bus services provided (and thus the patronage) are influenced by independently run bus companies.

- Maintaining continued and increased levels of access to public transport and associated passenger satisfaction
- Having input and achieving consensus on designs for projects from external consultees is key to informing and progressing proposals through decision-making processes.

Accountable Officer: Geoff Raw

11.3 Keeping people safe

11.3.1 Reducing road related injuries

Action	Status	Start Date	End Date	Progress
11.3.1.1 Progress update: Reducing road related injuries	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Andrew Renault - Head of Transport Strategy & Projects

ACTION PROGRESS COMMENTS:

Progress So Far:

The Council has continued to work with Sussex Safer Road Partnership (SSRP) and other stakeholders to deliver a joint programme of enforcement, road safety engineering schemes, education, training and campaigns aimed at reducing casualties particularly amongst our most vulnerable road user groups, including cyclists, pedestrians, powered two-wheelers (motorcyclists and mopeds) and young drivers (16 – 25yrs). This work includes ‘Bikeability’ cycle and child pedestrian training, and publicity and promotion campaigns such as summer anti-drink/drug driving campaign and New Driver Awareness courses. The Road Safety Team has attended numerous events to promote road safety and provide advice to all types of road user.

The priority engineering scheme is to improve the safety and collision record of the busy Seven Dials roundabout with a number of new measures, complemented by associated public realm improvements. These will include introducing high quality new paving and street furniture such as planters and benches and removing unnecessary railings and street clutter; the introduction of zebra crossings as well as wider pavements; slower vehicle speeds and lanes to improve safety for cyclists; and changes to road design/layout, such as a much larger central island, that will still allow turning movements for all sizes of vehicles.

Proposals have been developed for the phased introduction of a 20mph speed limit for residential and shopping streets in the city in order to improve safety and quality of life for residents and people working in or visiting the city by creating road safety benefits, tackling congestion, and improving air quality and people’s overall health and wellbeing. It is intended to implement the scheme over the next three years. The proposals included most of the residential and shopping streets, while most major roads will remain at 30mph. The consultation on the broad proposal was completed in August 2012.

Future work planned:

Continuing the programme of engineering, education, training and publicity but also focusing on seasonal issues; including tackling the reducing conspicuousness of cyclists and pedestrians during the darker conditions of autumn and winter, and the Christmas anti drink/drug driving campaign. The Road Safety Team will attend various events and will continue with ongoing partnership work.

The council is playing an active part in delivering the Business Plan for the Sussex Safer Roads Partnership (SSRP). This will secure the future of the current valuable partnership working and enable the council to develop the education linked to enforcement programmes that are widely accepted as an effective way to change driver/rider behaviour, i.e. offering education instead of fines and penalty points, for those offenders identified as suitable for such a sanction.

The first phase of the 20mph limit went live at the beginning of April 2013, accompanied by advertising (print and radio) to alert residents and others travelling in the city to the changes. Monitoring has begun and will be ongoing but it is too early to draw any conclusions on the success or otherwise of the scheme. Investigative work is underway in the areas identified for phases 2 and 3 (street character assessments, traffic speed surveys) and will be complemented by ongoing consultation with local communities in the areas. A full public consultation is expected on the phase 2 and 3 areas in the summer of 2013.

Work will continue on the completion of the Seven Dials scheme, which will now include the retention of an elm tree within

the design.

Collision data will continue to be monitored to investigate the causes of collisions and this data-led approach will enable the most effective and efficient targeting of the limited resources which are available

Barriers to Future Performance:

- Despite the provision of better pedestrian crossing facilities, wider refuges and time controlled Vehicle Activated Signs, pedestrians under the influence of drink/drugs being involved in collisions is still a concern, as are distractions such as mobile phones and personal music players.
- Lack of ownership or responsibility for behaviour on the road and an associated 'blame culture' can hinder progress in addressing road safety issues.

Accountable Officer: Geoff Raw

11.4 Maintaining the city's transport infrastructure

11.4.1 Improved road and pavement condition

Action	Status	Start Date	End Date	Progress
11.4.1.1 Progress update: Improved roads and pavement condition	Ongoing	01-Apr-2011	31-Mar-2013	Ongoing

Responsible Officer : Andrew Renault - Head of Transport Strategy & Projects

ACTION PROGRESS COMMENTS:

Progress So Far:

The council has completed its LTP 2012/13 programme of renewing or reconstructing road and pavement surfaces to address locations that are in poor condition. Over £1.5 million has been invested in this area, in addition to nearly £1 million on street lighting renewal and upgrades. All of this work has been funded from the Local Transport Plan.

Significant investment is also required to strengthen the structures (known as 'arches') that form a prominent part of the city's seafront and which support the promenade and main A259 coast road. A number of structures are being improved and significant works are required to the arches in the vicinity of the proposed i360 viewing tower by the former West Pier.

Nearly £1 million of additional funding has also been secured by the council for repairing highway infrastructure, including surfaces damaged by severe winter weather, during 2013/14 and 2014/15.

Work is continuing on the development of a Highway Asset Management Plan [HAMP] in order to fulfil requirements to identify and account all the council's assets (currently valued at £1.4 billion) and provide a comprehensive inventory that will be used to prepare medium- and long-term programmes of work to maintain the asset to required standards.

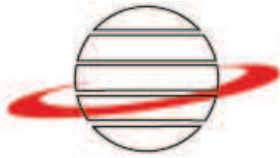
Future work planned:

The highway works LTP programme for 2013/14 will continue with works on roads, pavements and street lights planned on a number of the main routes approaching the city centre.

Barriers to Future Performance:

Further reductions in levels of revenue funding for preventative maintenance.

Accountable Officer: Geoff Raw



Global HPO Ltd
High Performing Organisations



Race Equality in Employment at Brighton & Hove City Council

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We would also like to thank the members of the BMEWF who highlighted and requested the commission; the members of the Steering Group for the project listed in the introduction, ably chaired by Catherine Vaughan, Director of Finance and Resources; the members of the Steering Committees of the LGBT and DWF along with the Union Convenors and Stewards that took part.

A special note of thanks goes to the HR and Learning and Development teams who gave their support, sourced and delivered our requests for data and information and were very frank about the issues under consideration.

To the team that provided the administrative logistical back of Felicity Scanlon, Pat Preston Ali Rigby, a very special thank you.

We would also like to acknowledge the input of two of our colleagues, Sally Grubb, and in particular Prof. Richard Tomlin, whose support during the qualitative phase and in researching background material was invaluable.

Finally, we would like to acknowledge that the Council has already started a process of review and changes are being made that should enable the Council in the future to be a place where all feel valued, can be committed, and know that equality and diversity have meaning.

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EXECUTIVE SUMMARY

A summary report containing key highlights; section summaries and conclusions along with recommendations is provided separately.

1. INTRODUCTION

BACKGROUND TO THE STUDY

- 1.1 Following a meeting with the former Chief Executive (John Barradell) and the former Strategic Director Communities (David Murray), Global HPO (GHPO) were commissioned to undertake a project with a brief to review issues affecting BME (Black and Minority Ethnic Staff) in Brighton & Hove City Council (BHCC) based on concerns that had been raised by the council's BME Workers Forum (BMEWF).
- 1.2 Similar issues had previously been identified in a piece of work completed in 2006 by Ododo Dafe, a senior black manager in Brighton & Hove which detailed the experiences of staff from minority backgrounds who *'expressed dissatisfaction stemming from systemic and cultural disadvantage or discrimination in the organisation'*¹. Latterly, this manifested itself in the way that HR employee relations policies, procedures and processes in particular were felt to have been applied, with a general sense from the BMEWF a significant degree of unfairness continued to exist within the council. It was also noted in the 'People Strategy'² that a request had been made by the BMEWF for a follow up study to be undertaken.
- 1.3 The GHPO brief was not to revisit what had been done in 2006 but to look at more current issues that were affecting certain groups of staff disproportionately. This was with particular reference to how BME staff were/are treated with respect to the application of people policies, procedures, processes and systems and whether they suffered greater detrimental outcomes in the application of these. More fundamentally, the brief explicitly focussed on what could and must be done to progress matters so that any issues, however challenging, could be appropriately addressed, with the council ready, willing and able to put in place mechanisms that would enable and support all staff, but in particular BME staff in Brighton & Hove.
- 1.4 The BMEWF in particular felt that the organisational culture, whilst it may not have deliberately sought to do so (though the effect was such), excluded BME people, was defensive and effectively discriminated against people from minority ethnic backgrounds. The Forum also thought that the lack of an effective performance management culture and practice tended to result in the proliferation of discriminatory practices. This, coupled with no agreed statement of values across the organisation, left a vacuum that was filled by individual view and action by some managers and staff alike.
- 1.5 The impact of this is 'silo' working, with no set standards in values, stark inconsistencies in performance standards, with pockets of good management performance working alongside pockets of very poor performance; two organisations in the same place, with some staff members in very high performing teams with good managers being nervous about moving to other teams for fear of a very different and far more negative experience.
- 1.6 Following the initial piece of work, a further scoping was done to ensure that the views of colleagues in Human Resources were clearly understood, and refined at a Working Party set up to oversee the programme. This took place in May 2012. With the departure from the Council

¹ Taken from "*Perceptions of black and minority ethnic staff: A report of research findings*"

² People Strategy p7 bullet point 7

of both the former Chief Executive and Strategic Director, the Working Party was chaired by the then acting Chief Executive, Catherine Vaughan and included in its membership, representatives from the BMEWF Steering Committee (notably the Chair, Sandra Cartwright, Ms Trajkovska, Lianne De Mello and other members when available). Also in attendance were Abraham Ghebghiorghis, Head of Legal and Constitutional Services, John Shewell, Head of Communications; latterly, Denise D'Souza, Acting Director of Corporate Services and Sue Moorman, Acting Head of Human Resources. A programme of work was agreed and meetings were scheduled on a six to eight week timetable.

- 1.7 It should be noted that without the active involvement of the former Chief Executive and the Strategic Director Communities, work on this crucial issue for Brighton & Hove City Council would not have been undertaken.
- 1.8 It was agreed that the review would cover the period 1 April 2009 to 31st March 2012, and that:
- Global HPO would be granted access to all people related policies, procedures and process in the Council;
 - GHPO would review the outcomes of employee relations action by sampling disciplinary and grievance cases and reviewing compromise agreements³;
 - GHPO would look at actions short of dismissal including those arising from the capability process.
- 1.9 It was also agreed that while there would need to be a review of schools related work, they would not form part of this exercise because of particular challenges in accessing information.
- 1.10 GHPO also noted that particular steps would need to be taken to reach a significant number of staff who were not office based, specifically those working in the ancillary services involving shift work and also staff employed in *CityClean*. The latter in particular were offered specific sessions to meet their needs which included an interpreter for the proportionately significant number of staff from Eastern European countries.

Methodology

- 1.11 The methodology adopted for the project is based on standard programmes of work of this nature and accords with the principles of research investigation and good practice. Two phases were identified:
- Diagnostic - a desk top research approach incorporating the review of documentary evidence and a qualitative assessment phase involving interviews and focus groups;
 - Analysis of the evidence gathered, reporting and then proposals for action and evaluation.

Desk Top Research:

- 1.12 The desk top research consisted of the following:
- A review of current/relevant human resources policies, procedures, processes and practices was undertaken. This area had been highlighted as a particular point of contention and it was important to understand those aspects that may be the source of

³ Details, other than numbers of agreements were not available to access

the dissonance within the organisation - and also to assess enabling approaches that should deliver outcomes in line with legal requirements, best practice and organisational values. On this basis, a substantial number of council processes and procedures were looked at - Appendix 1 details the list of policies and procedures accessed;

- A review and analysis of race equality monitoring data and reports as a means of providing a profile of race equality at BHCC, and to understand their methods and the issues with respect to equality record keeping and monitoring at BHCC;
- A case review of some 99 employee relations cases (a combination of disciplinary, absence/capability, grievances and dignity at work case work) were reviewed. A review was also undertaken of equality impact assessments (EIA)⁴ completed by BHCC in relation to its employee relations policies, procedures, and processes. EIAs are only conducted once every three years in line with policy reviews;
- A review of key documents (e.g. Equalities Scheme(s), establishment and equalities data and 'The People Strategy', etc.) to understand the context of the HR philosophy and approach in relation to the business strategy of BHCC.

Qualitative Research:

1.13 Work of this nature is always about getting a clear view of the perceptions of the individuals involved. To do so required that GHPO see a wide enough range of people to get an understanding of the source of the perceptions held, and the context surrounding them to secure clarity in respect of the issues to be addressed.

- Between August 2012 and October 2012 a series of one-to-one interviews and focus groups were conducted council wide. This took in managers at all levels and a cross section of staff;
- Specific sessions were held with the BMEWF, the LGBT⁵ Forum, and the DWF⁶, HR staff, trades union representatives and councillors. Approximately 120 people were seen over the period. Interviews were also held with the outgoing and incoming Chief Executives and members of the outgoing Senior Leadership Board;
- Of the 130 people that were seen some 57% were of UK origin⁷; 35% were from visible minority ethnic backgrounds and approximately 8% were from 'White Other' backgrounds⁸;
- A template was developed for these interviews and focus groups, which took no more than 90 minutes in most cases; a few of the focus groups lasted over 2 hours with the greater proportion of individual meetings taking about 50 minutes. Interviews were closely focussed so that relevant information could be obtained from key individuals.

Report, Action and Evaluation:

1.14 GHPO's aim, in line with the original brief, has been to produce a report and plan of action that

⁴ Now called Equality Analysis

⁵ Lesbian, Gay Bisexual and Transgender Forum

⁶ Disabled Workers Forum

⁷ Including Irish

⁸ Largely from eastern Europe but also Spain, Italy and Portugal

is practical and realistic within the context of Brighton & Hove City Council. This we believe will provide a route through understanding the critical issues, provide a blueprint for action and in that respect bringing the parties together to deliver required outcomes. The following considerations were relevant:

- It is important that the Council has acknowledged that the audience for future action is wider than those raising concerns and those seeking a resolution to the issues raised;
- As with the initial research piece issues around diversity, perceptions, alleged racism and discrimination require organisation wide involvement and effort. Sustaining the commitment expressed by all parties, be they the Members, executive, BME Forum, staff, trades unions and wider stakeholders to work to actively address and embed any recommendations will represent the key challenge going forward;
- As part of this piece of work we have proposed that a process is developed and implemented that should enable subsequent evaluation of outcomes in the journey that BHCC as an organisation will be undertaking. These have been, wherever possible and appropriate, linked into current frameworks that the Council may have to avoid duplications. This will be essential to drive change, acknowledge the challenges ahead, and most importantly, secure a lasting transformation that makes a difference to everyone who works for, with or is served by Brighton & Hove City Council.

THE CITY

- 1.15 The city of Brighton and Hove is nestled between the South Downs and the sea. It has a growing population that includes a large student cohort, with a significant number of foreign language students. There is a growing economic migrant population, but precise numbers are difficult to estimate. Recently published census 2011 data from the Office on National Statistics (ONS) indicates that 10.9% of the local population come from a range of black and minority ethnic groups, and 7.1% from 'white other' groups with 82% from the white British and Irish communities. This indicates that the BME population has doubled its size from 2001 when the population was 5.3%. The 'white other' population has also grown from 4.6% in 2001. The minority ethnic population in Brighton and Hove is growing at a rate commensurate with the UK population as a whole.
- 1.16 Brighton has been described as the UK's 'gay capital'. The Stonewall Index estimated in 2010 that up to 17% of the population of Brighton and Hove are gay. The 2001 census revealed that Brighton and Hove had the highest proportion of same-sex households in the country at 1.29%: some 2,544 individuals said that they lived with a person of the same sex. The 2011 census did not measure same-sex households specifically but showed that Brighton and Hove had the highest number of civil partnerships in the country, at 2,346 individuals or 3.1% of all legal relationships within the unitary authority area.
- 1.17 The city has two universities and a highly qualified resident population. There is a significant level of entrepreneurialism evidenced by high levels of self - employment and business density that is much higher than most other equivalent towns and cities. With the high level of private sector jobs growth, Brighton & Hove has recently been described as 'buoyant' and one of the UK's 'super cities'.

THE COUNCIL

- 1.18 The council is a significant large employer in the city, employing over 8,000 people on contracts, including staff in schools but excluding agency/casual staff. There are currently 4,974 people employed at BHCC, excluding schools and agency/ casual staff. The diversity profile of this workforce is:
- 59.5% are women;
 - 12.4% are lesbian, gay, bisexual and transgender (LGBT);
 - 6% have a disability
 - 5.3% come from a black and minority ethnic group (BME)
- 1.19 Given the nature of diversity in the city, it is not surprising that social inclusion and equality have been key issues for the council for a number of years. The council has invested in community engagement over many years, resulting in a strong civic culture. It engages with an extensive range of voluntary and community sector organisations, and with a large number of community forums for equality stakeholders who share experiences and engage and evaluate council services. Key amongst these stakeholder groups is the City Inclusion Partnership (CIP) – a partnership of the council, local statutory agencies, and voluntary and community groups. The partnership has jointly identified priorities and is starting to achieve its outcomes through joint working. The CIP’s Human Rights Charter has been described as an innovative document, serving as an exemplar for neighbouring authorities.
- 1.20 The council has established an equalities delivery structure enshrined in the Communities and Equality Team which is made up of approximately 10.5 full time equivalent posts. The staff working on equalities (four FTE posts) deliver activities across the equalities strands covering community involvement, accessibility of services, equality impact assessment, staff engagement, training & support, policy development & implementation. BHCC has invested in the development of equality staff forums - The Disabled Workers Forum, the LGBT Forum and the BME Forum - who provide mutual support to staff from these equality groups and enable relevant issues to be raised/addressed with and by senior council management. Each forum is provided with an annual budget (£5,000) to spend against the priorities outlined in their business plans.
- 1.21 BHCC’s work in equalities has been externally recognised through the achievement of equality accolades. In 2011 it attained ‘excellent status’ in the Equality Framework for Local Government after a Diversity Peer Challenge. This is owned by Local Government Improvement and Development and was carried out by trained peers who measured BHCC equality and diversity performance across all functions against the Equality Framework. BHCC is recognised as an exemplar organisation on LGBT issues – consistently attaining a place as one of the top 100 employers in Stonewalls Workplace Equality Index.
- 1.22 In 2010 BHCC was rated the highest local authority in the country for best practice in the employment of lesbian, gay and bisexual people.
- 1.23 In 2010 there was a focus on commissioning across the organisation. As part of this equality

impact assessments are being embedded in commissioning priorities. Whilst commissioning is one of the disciplines at the council it is now not seen as the way in which to structurally organise the council. However equalities issues will continue to be identified and addressed through the analysis process as seen in commissioning plans and prioritise

Initiatives and achievements in equality and employment at BHCC

1.24 It is clear that BHCC has delivered some significant achievements in equality and diversity over the years, even though this has been reactive, and characterised by positive starts counterpointed by sudden stops. The particular initiatives and achievements in equality and employment include:

a) Community out-reach work: conducting, in conjunction with senior managers, outreach work in the community to identify issues which might prevent those from minority communities applying for jobs with the Council and promoting the organisation as the employer of choice; organising a number of presentations/workshops for minority community groups to explain the recruitment process and to help potential applicants apply for jobs with the council; consultations with the BME community and Jobcentre Plus, to find out from unemployed BME people how the council could encourage applications from this section of the community;

b) Recruitment campaigns: attending a range of recruitment fairs and events to promote the council as an employer of choice; running a number of innovative recruitment campaigns with an emphasis on diversity marketing - for example, a national and local campaign was launched introducing a "Working for a Diverse City" logo and jobs website to encourage people from all groups in the community to apply for BHCC jobs. This particular campaign was enhanced locally by a "Reflecting our Communities" advertising initiative; re-designing application forms to make them more accessible;

c) LGBT Mentoring Programme: The LGBT mentoring scheme is in its fifth year at BHCC. It provides peer support and advice to LGBT staff who have issues at work, whether they are discrimination or lack of confidence. The mentoring scheme has had a positive impact for the experience of individuals by offering support and development during increasingly difficult times of transition. Mentors also have on-going support via quarterly half day peer supervision sessions. Mentees take part in an intensive induction process prior to engaging within the scheme. Each relationship is evaluated twice yearly the outcomes of these evaluations go towards shaping the scheme for the following year;

d) Local Employment Partnership Scheme (LEP): working with Jobcentre Plus and other partners to provide employment opportunities for those over 18 who have been unemployed for six months or more or who have a disability including mental health issues, and are out of work;

e) Disability Symbol User – 'Two Ticks' Scheme: participation in the disability 'two ticks' scheme – the symbol is a recognition given by Jobcentre Plus to employers who have agreed to meet five commitments regarding the recruitment, employment, retention and career development of disabled people. By using the symbol it is clear to disabled people that as an employer, applications from disabled people are welcomed. It also shows existing employees that their contribution is valued and they will be treated fairly should they become disabled. The council operates a guaranteed interview scheme where applicants with a disability must be offered an interview where they meet the minimum essential criteria for the post. It has seen an increase in the numbers of disabled applicants who have made it to interview and on into positions over

recent years as a direct result of this scheme;

f) PATH: participation in PATH, a national initiative aimed at increasing the number of BME employees in certain professions. BHCC have been providing positive action training placements for BME trainees in the city since 2004. One or two of these trainees are reported to have progressed to achieve very successful careers in local government;

g) People Strategy: The development of the People Strategy led to an open debate about equalities in employment at BHCC;

h) Bi-annual staff surveys: BHCC seek and record the opinion of staff on their experiences of working for the council. The responses of particular equality groups are specifically sought and evaluated;

i) Staff Forums: LGBT, Disabled and BME Workers Staff Forums are supported. Steering Group members are allocated time to carry out their functions. They each have a budget to deliver their business plan priorities, agreed with the senior leadership team within the council;

j) HR Equalities Group: A strategic group comprising of staff from HR, Communities and Equality and representatives from each staff forum, where they can work together on equalities in employment issues;

k) Councillor equality champions have been identified: The councillor for equality is Cllr Leo Littman. His role is to support forum activities and raise awareness of specific issues. He supported the BMEWF in bringing their concerns to the attention of strategic leaders at BHCC;

l) Dignity at work: There is a comprehensive and generally well crafted Dignity at work Policy and procedure. Dignity at work advisers have been recruited and trained. These advisors are council employees whose role is to provide confidential support for anyone experiencing harassment or bullying at work. They are not advocates, but can point someone in the direction for appropriate help;

m) Mandatory equalities training: An e-learning foundation programme has captured 70% of staff. There is a two day skills course for managers on positive engagement and undertaking equality impact assessments.

- 1.25 While GHPO did not undertake a comprehensive search with regard to comparatives, what evidence⁹ there is did not indicate that BHCC is particularly different in its approach to monitoring and or taking action in relation to issues of equality and diversity from others in its sector. However, BHCC amongst its peers has received a number of accolades and has itself made commitments in its corporate plan, People Strategy, and Equality and Diversity strategy that it has duty to deliver in practice.
- 1.26 It will be important therefore, going forward, for BHCC to set the standard to meet the obligations of the accolades it has achieved externally, those it has set itself and the expectations of its staff and customers in this area.

⁹ This material has not been reproduced in this report for reasons of business/commercial sensitivity and confidentiality.

2 PART ONE: THE WAY IT IS NOW

This section of the report details and comments on the current arrangements and outcomes with respect to racial equality at BHCC. It begins with the results of an analysis of race equality data, followed by the review of equality policies, approaches and structures, as well as relevant HR policies, procedures and practices.

THE DATA ANALYSIS¹⁰

- 2.1 We began our study by conducting a document review - specifically examining ethnicity equality data information and reviewing the content of employment equality and HR policies and processes. Did the data reflect the reports and concerns of the BMEWF? Was there anything in the way that the policies and procedures were crafted that could have a detrimental impact on BME staff?

Diversity Monitoring at BHCC

- 2.2 Effective monitoring of diversity is an essential tool for measuring performance and progress towards equality and diversity goals and in ensuring true inclusion. It provides:

- a profile of diversity outcomes;
- tangible quantifiable evidence of equality or inequality;
- alerts for the potential or actual danger of inequality;
- the basis for equality analysis (impact assessments);
- a business tool to measure and manage equality;
- a planning tool to respond to diverse needs;
- evidence of compliance with the Public Sector Equality Duty.

- 2.3 In short it is the bedrock of an organisation's approach to equality - underpinning a dynamic equality/diversity strategy or schema. The central aspect of monitoring is the analysis that is then used to inform appropriate action. Key to this will be understanding the reasons why certain patterns are evident.

The Public Sector Equality Duty

- 2.4 BHCC has a duty under s.149 of the Equality Act to have due regard to the need to:

- *Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;*
- *Advance equality of opportunity between people who share a protected characteristic and those who do not;*
- *Foster good relations between people who share a protected characteristic and those who do not''.*

¹⁰ A number of tables are produced in this section of the report which detail percentages, more detail on the tables in terms of whole numbers is provided in Appendices B1 - 4

- 2.5 This is known as the general duty. In addition to this as a listed public body, BHCC is specifically required to publish equality objectives every four years and publish annually relevant information demonstrating their compliance with the general duty. In relation to staffing matters they must publish information about the protected characteristics of employees (as they have more than 150 staff). This information will usually fall into two main categories:
- Information to identify equality issues. Examples of this include equality monitoring information about employees;
 - Information about steps taken to have due regard to the aims of the general equality duty.

The Process at BHCC

- 2.6 In employment BHCC use the ONS census categories (2001) for monitoring, and present and analyse the data with a focus on two groups aggregated from these categories thus:
- BME** includes: Asian- other; Bangladeshi; Black-African; Caribbean – Black; Black- other; Chinese; Indian; Pakistani; White & Black African; White & Black Caribbean; White & Asian; other ethnic background; other mixed background;

Non BME or White includes: White British; White Irish; White other background.

- 2.7 However, with respect to communities and services, BHCC use a system that is based on these categories, but sensitised to the diversity of the local population. Therefore, the white other category is broken down to include Polish, Portuguese and Gypsy¹¹ communities for example and the 'other ethnic' category is broken down to specify the presence of Turkish, Arab and Japanese communities.

2.8 **Highlight:**

As is the case with many local authorities, BHCC holds a lot of data. We do not believe that BHCC makes the best use of its data. Whilst regular and standard record collection and monitoring of certain aspects of equality is not carried out systematically, the data probably exists in the council's information banks. It is just not interrogated effectively to develop the systems to provide the necessary reports. In this respect diversity employment data collection and analysis at BHCC is weak.

- 2.9 This is evidenced by the following:
- There have been challenges in using the IT programme to collect the data resulting in ineffective data collection;
 - There is no agreed and documented format detailing an effective methodology for equality monitoring, resulting in patchy performance and inconsistent approaches in analysis;
 - There is no dedicated resource to maintain an appropriate system;
 - There is a lack of understanding of how the data should/could be used to drive change;
 - There is no comparison of the BHCC workforce profile to the workforce in the community profile (economic activity), to provide equality targets – that is a profile of equality - and

¹¹ As categorised in BHCC's monitoring forms

enabling intelligent analysis to inform action;

- There is a lack of commitment amongst some staff and managers at BHCC to record the information consistently, resulting in approximately 15% of employed staff not responding to the ethnic origin question over the three year period, with the greatest level of non - participation in staff at Scale 6 and below (22.3% compared with 15.4% of all staff not disclosing in 2011/2012)¹²;
- There are high levels of non- response to the ethnicity question for applications in recruitment - approximately 20% over the three year period;
- There is limited monitoring of employment processes. For example, there is no monitoring of the grades people apply for and are recruited to, of promotion, of training and professional development, of discrimination and harassment that may occur because of a protected characteristic, that is harassment on the grounds of race, or gender or sexuality etc. nor of the reasons why people leave with respect to the quality of their work experience;
- Record keeping of non-contracted staff such as casual and agency staff is given even less focus, consisting of employment placements only, and no information on the grades that they are employed in, or other processes that they may be undergoing. This is particularly concerning in terms of number of annual temporary assignments (2,491 staff at 2012)¹³ excluding those in schools.

2.10 In addition to the above, BHCC has not placed a focus on the equality outcomes for white minorities who are represented in the 'white other' category (which includes Eastern European migrants), even though the data indicates that in a number of the employment processes they have similar outcomes to the black and minority ethnic groups.

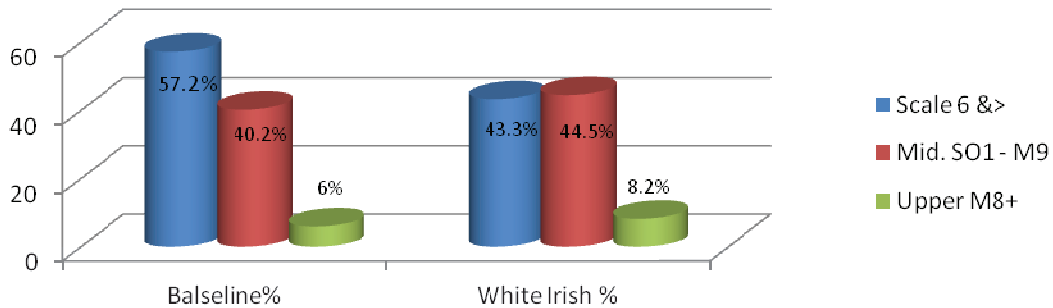
2.11 In relation to this, the BMEWF have included 'white other' in their categorisation of BME and there are a number of white minority ethnic people as members of the forum. This is in response to the (anecdotally) large numbers of Eastern European migrants a number of whom report similar experiences to black and other ethnic minority groups. For the data analysis in this study, we have identified outcomes for the 'white other' minority ethnic group as a distinct category. We would not recommend that BHCC include them in the BME category *for monitoring purposes*, but that they recognise that 'white other' staff experience similar outcomes to BME groups and keep this group in focus separately and in addition to the BME category.

2.12 It should also be noted that White Irish are a minority ethnic group. BHCC may also wish to consider monitoring outcomes of this group separately and distinctly. We have not done so for this exercise as the employment outcomes for this group at BHCC do not indicate inequality and are in fact particularly favourable. However, White Irish staff have been subject to inappropriate name calling and 'jokes' – we address this below - which amounts to harassment and bullying, although again the number of reports of bullying from white Irish staff do not differ substantially from all staff (notwithstanding under-reporting which we also address below).

¹² Though we noted that there has been recent drive to increase reporting among staff which has reduced the level of non-responders to approximately 12%.

¹³ As reported by Carlisle Managed Solutions

Table 1: BHCC Irish staff: Aggregate 2009/10 – 2011/12



2.13 In analysing the data presented below, we have removed the element of uncertainty associated with the proportion of ‘unknown’ ethnicity, by taking account of known/declared ethnicity only, as this provides more reliable information. We have however, highlighted and commented on the level of ‘unknowns’.

GETTING IN: Recruitment and Selection

2.14 BHCC is the largest employer in Brighton, and BME people have been applying for posts in the council, although there has been a significant downturn in the most recent year. In 2006 ethnicity data relating to those available for work/economically active between the ages of 16 – 64 in Brighton and Hove revealed that BME people made up 7.4% of that figure. Our estimate for the most recent figure for 2011/12 is 10.3% (does not include ‘white other’). In relation to applications for work for the council over the past three years BME groups have constituted approximately 12.1% of all the applications and ‘white other’ 10%. This is relative to the level of their economic activity and their presence in the community, for BME people constituting 10.3% and 10.9% of the population respectively at 2011.

2.15 The race equality profile in applications for employment at BHCC over the past three years (aggregated) has been:

Table 2



2.16 However, the necessary ‘funnel’ or cone through the process from application, to shortlisting down to appointment has not followed the expected route for all ethnic groups, given the profile of applicants. In relation to this ‘funnel’ consider the following within each group over the past

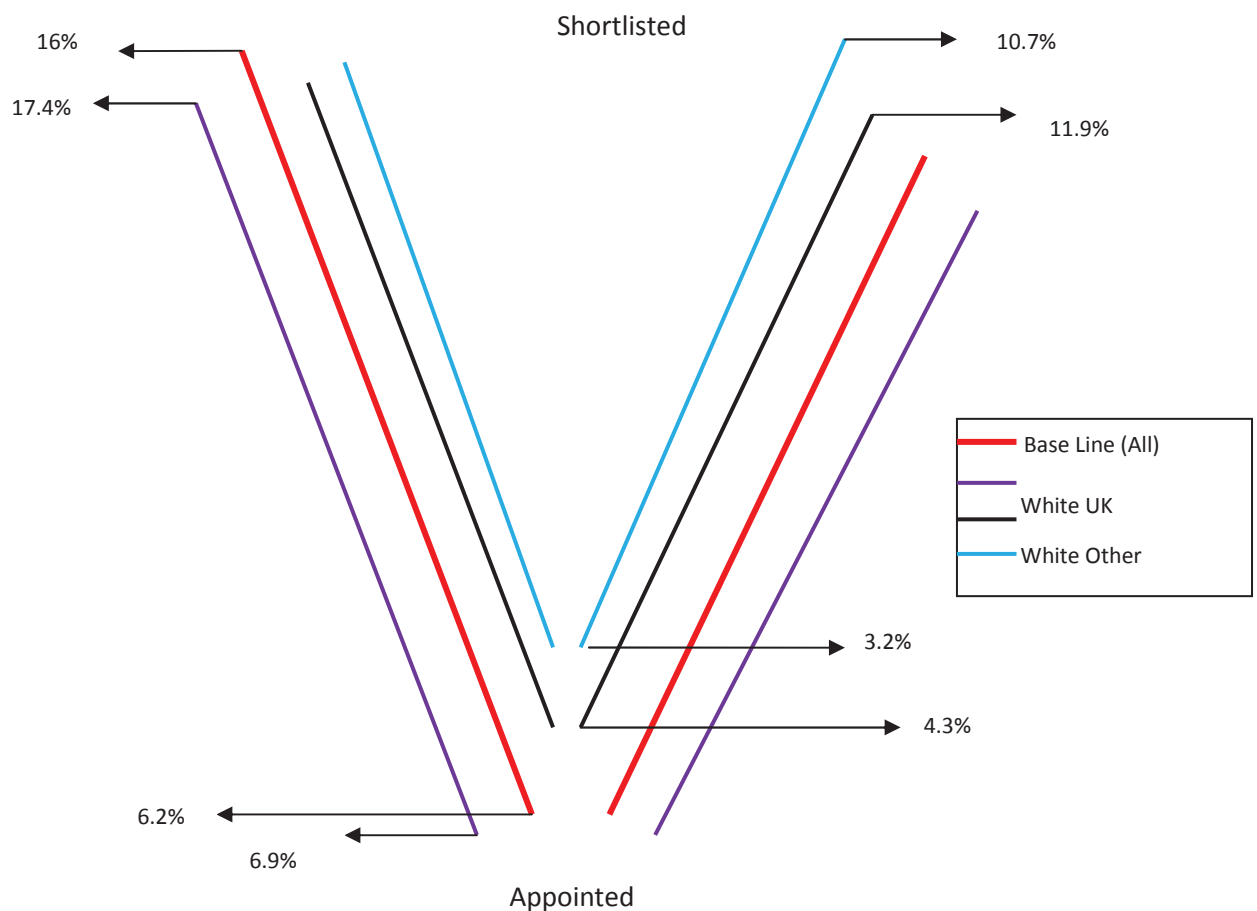
three years:

Table 3

	BHCC Shortlisted applicants (%)	BHCC job offers in relation to applications (%)
All (baseline indicator)	16	6.2
BME	10.7	3.2
White other	11.9	4.3
White British/Irish	17.4	6.9

2.17 The above table shows the properties of the cone or 'funnel' (rate of attrition) from application to appointment and measures the experience of each group against the norm or baseline.

Table 3a



12.17 The breadth of the 'funnel' is measured by taking the proportions from application to shortlist, and then from application to job offer. When we examine and compare the specific experience of particular groups from shortlisting to job offer, again during the same time period, the

following underscores this conclusion.

TABLE 4

	BHCC % of shortlisted applicants offered employment
All (baseline indicator)	39
BME	30
White other	36
White British/Irish	39.7

12.18 The picture is clear. The ‘funnel’ is widest for ‘white British/Irish people, and tightest for BME people. BME in particular, but also white other applicants are not only less likely to be shortlisted, but are also less likely to be appointed. The route to employment at BHCC is more difficult for BME and ‘white other’ applicants.

Trends

12.19 Over the past three years the numbers of BME people applying to work for the council has both risen and fallen again, and the number of ‘white other’ people in the same circumstances has been steadily falling.

TABLE 5: 2009/10

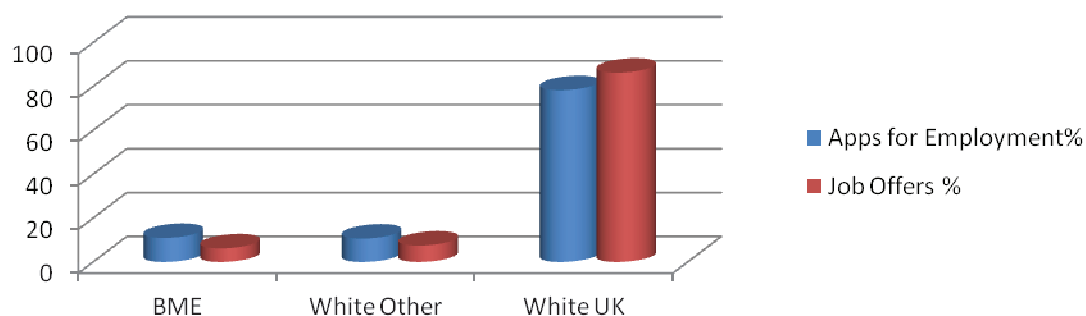


TABLE 6: 2010/11

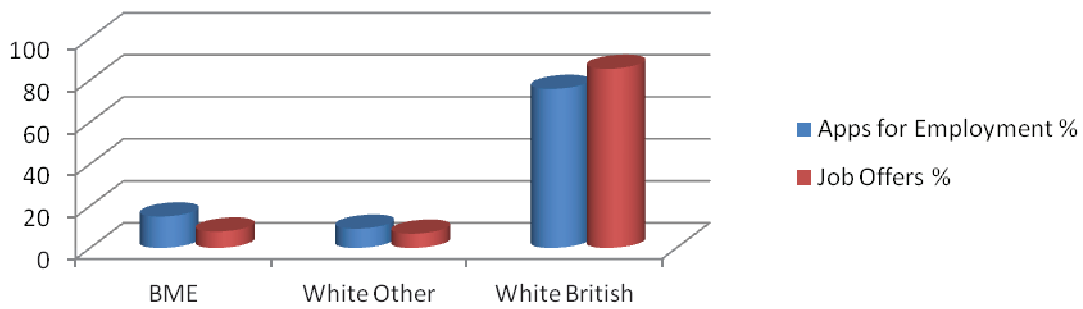
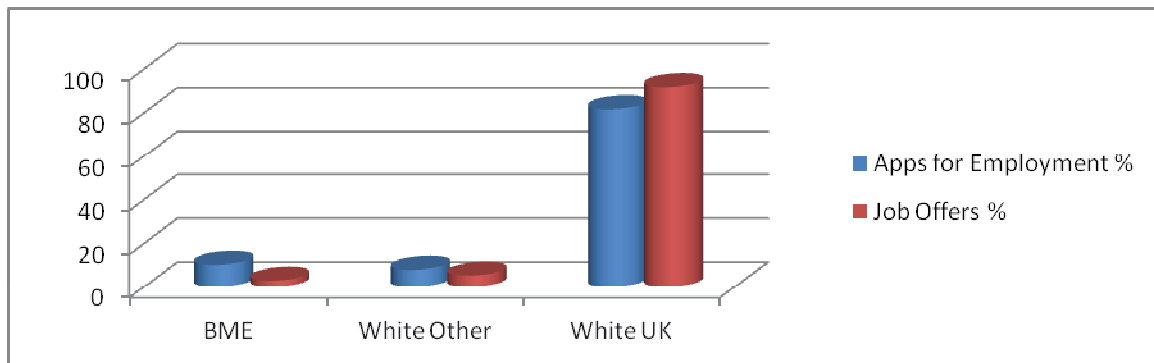


TABLE 7: 2011/12



2.20 Notably, there has recently been a significant fall in the proportions of BME people offered posts by the council, from 7.8% in 2010/11 to 2.9% 2011/12. There was also a drop in applications, but not proportionate to the fall in job offers. When we analyse the information for appointments in this year more closely the data underscores this finding, indicating that nearly 46% of all shortlisted applicants were offered positions in the council – for BME staff this figure was 22.7%.

2.21 BHCC does not keep diversity records of the grades, departments or disciplines that people apply for, and are subsequently appointed to. We comment further on this in Part Three.

2.22 **Highlight:**

The route to employment for BME and ‘white other’ people at BHCC is far more difficult. They are far less likely to be successful in attaining a position, and that situation has deteriorated in the most recent year.

BEING THERE: Employment and promotion, grievance/harassment and discipline, training and development

2.23 BHCC collect and monitors ethnicity information about the position of existing staff with respect to the grades that they are employed at and the departments they are employed in. It does not however, collect and monitor information about the progression of staff in the organisation, nor does it do so for comprehensive information about training and development – who accesses opportunities and who benefits as a result. BHCC also monitors information about grievance and discipline, but this is also limited as detailed below.

Employment

2.24 BHCC is a significant local employer, currently employing approximately 4,974 contracted and over a period on a year¹⁴ 2,491¹⁵ non contracted assignments on a casual and agency basis, and this does not include the staff in schools. This is an cumulative annualised figure and month on month the average number of temporary staff in the organisation is approximately 207. Over the last three years the numbers of people employed have been falling. Notwithstanding, the ethnic diversity of staff employed by the council over the three year period has not changed substantially, other than the 'white other' category has been falling slightly but steadily over the period. This is significant given that the BME and 'white other' community have been growing in Brighton and Hove during the same period.

Table 8

	BME (%)	White other (%)	White British/Irish (%)	Total (%)
2009/10	5.4	5.3	89.6	100
2010/11	5.5	5.2	89.3	100
2011/12	5.4	4.9	89.5	100

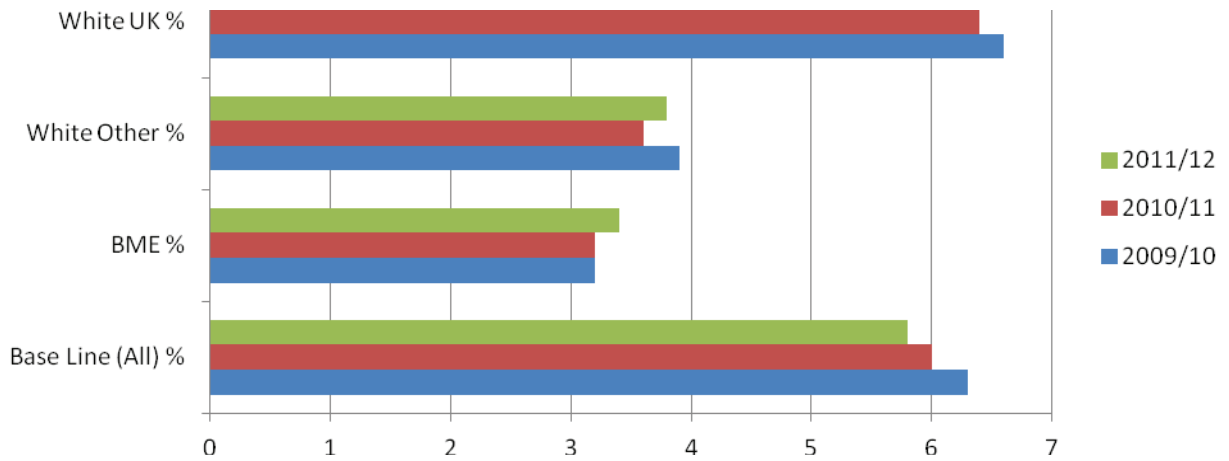
2.26 BME staff are under represented at the more senior levels in the council and over represented at the most junior grades. Again this profile has not changed substantially over the three year period, even though the local population of BME people has grown along with the rate of their relative economic activity.

The table below shows that the proportion of staff at the most senior levels at BHCC has been falling over the years. This reduction has affected the white British/Irish people in the council and to a lesser extent the white other groups, but not the BME group. Over the three year period the number of BME staff at M8 and above has remained the same (eight people), but their proportion at senior levels has increased slightly as a result of the reduction of staff in the other ethnic categories. There is still however, notable under-representation.

Table 9: Staff at M8 and above annualised

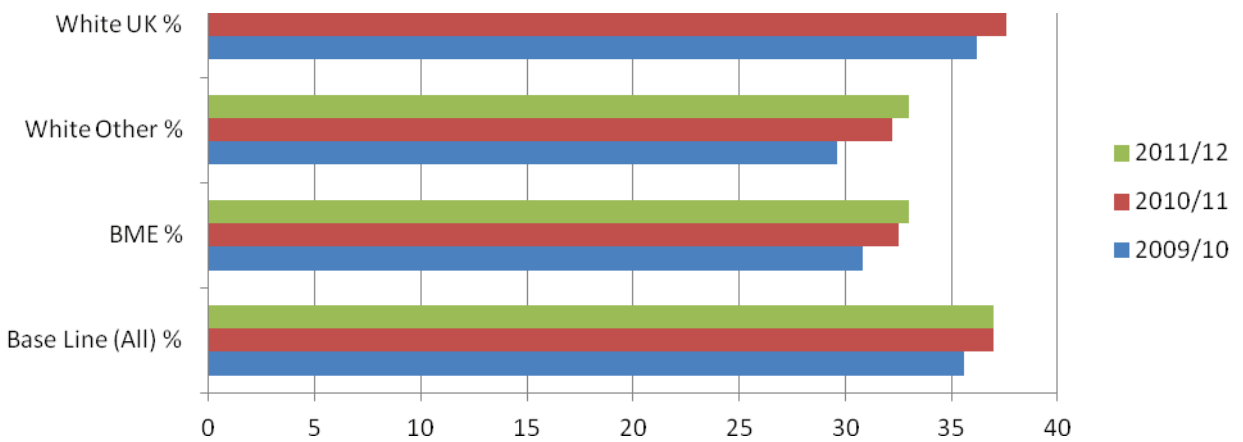
¹⁴ April'11 - March 2012

¹⁵ This number has been reducing since 2006 when Carlisle were brought in to help manage temporary arrangements



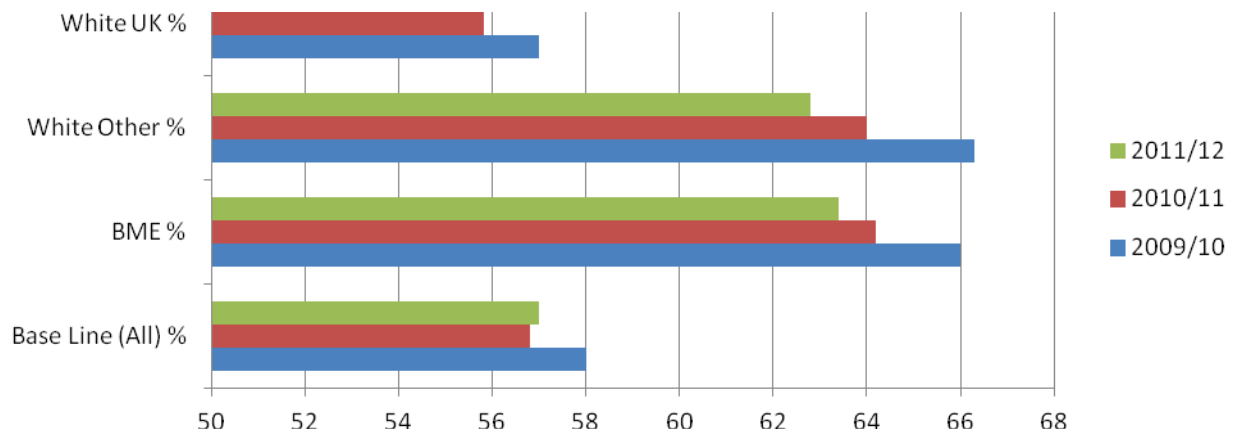
2.27 It would appear that the processes of job evaluation and staff reductions did not impact negatively on BME staff in middle or senior management levels, and may have served to increase their proportions at these levels.

Table 10: Staff at SO1-M9



2.28 It is interesting to note that the one area where white British/Irish staff are under-represented is at the lower grades in the organisation. It is clear that BME and ‘white other’ staff are more likely to be employed at Scale 6 and below than other grades at BHCC. However, this picture is changing slowly. The level of under-representation over the three year period has reduced, and whilst there is no monitoring of promotion/progression at BHCC, it would seem in comparison with the middle managers table above, that there has been some progression from this level to the middle management level for these staff members.

Table 11: Staff at Scale 6 and below



- 2.29 One striking feature amongst BME staff at these grades is the position of Bangladeshi staff. The numbers here are small (seven – nine people) but over the past three years Bangladeshi staff have been concentrated solely at this level of Scale 6 and below - there are no Bangladeshi people employed in the council above Scale 6, and this has not changed over the past three years. The Bangladeshi community comprise 0.5% of the population of Brighton and Hove, and the data on economic activity for 2011/12 indicate that they have a very high rate of economic activity (1.5% joint Pakistani and Bangladeshi), yet they make up 0.16% of the staff complement. The recruitment data indicates that they have been applying for posts, but over the three year period none have been appointed.
- 2.30 Because BHCC monitors the diversity of staff within departments as well as grades, it is possible to identify the teams that perform well in relation to the numbers of BME and ‘white other’ staff they employ and the levels at which they employ them. There are some teams who do extremely well, and others that don’t do as well. During the qualitative stage of this study we examined this and concluded that this outcome was as a result of good and excellent management practices in some departments as compared to others – good managers manage diversity well. We address these issues later in this report.
- 2.31 Over the three year period approximately 15% of staff have not disclosed their ethnic origin for monitoring purposes. This varies significantly between the different grades of staff with staff at Scale 6 and below far less likely than other staff to disclose the information, and senior managers at M8 and above most likely. This situation has also deteriorated over the years.

Agency and Casual Staff

- 2.32 The equalities data held for non-contracted casual and agency staff is extremely limited. Data is limited to employment only, and not grades/levels of employment or departments. The data indicates that there was an annual cumulative total of 2,491 temporary assignments at BHCC for the 2011/12 period (207 temporary staff in situ in any month); that is agency workers, interims, Care Crew and Admin All Areas.
- 2.33 Carlisle – the third party agency that manage the provision of temporary staff to BHCC include ‘white other’ in their category of BME. In 2009/10 the proportion of BME temporary staff was 14.2%, this dropped to 11% in 2010/11 and totalled 21% in 2011/12. It is very common to find a high level of BME and ‘white other’ staff employed as casual and agency labour. This is because of the level of exclusion/discrimination that they are subject to in gaining access to permanent

employment due to a number being recent arrivals and migrant workers, and for some because of their language skills. So the 2011/12 figure of 10.2% of agency staff from BME groups (compared with 5.4% BHCC permanent staff) and 10.9% from the 'white other' group (compared with 4.9% BHCC permanent staff) was not surprising.

2.34 What is notable is that agency staff are more likely to reflect the local BME and 'white other' population, and in accordance with the relative rate of their economic activity. Given the size of this community it is important that we understand the grades and departments where they are employed, because it is also not uncommon to find BME people in casual labour disproportionately at the lower levels. So, what must be addressed is a more inclusive approach to equality for these staff members. Monitoring needs to address their number, as well as all the employment processes necessary for all staff.

2.35 **Highlight:**

The proportion of BME and 'white other' staff employed by the council is not reflective of their representation in the local community with respect to their relative rates of economic activity; the overall ethnicity profile in employment at BHCC has not changed markedly in the past three years, even though their representation in the population profile has. BME staff are more likely to be employed in the most junior grades in the council, less likely to be middle managers, and far less likely to be senior managers.

Bangladeshi staff have particularly poor outcomes in this regard. There has been some slight progression for BME staff from the junior grades to middle management grades particularly in the years 2009/10 and 2010/11. BHCC pay little attention to diversity and their employment practices as it impacts agency and casual staff, which is significant given their proportion of the

Discipline and Grievance

2.36 Discipline and grievance are important areas to review when examining the quality of the work experience for staff. It also provides alerts to patterns that may indicate both covert and unreported acts of discrimination and harassment. For example, high levels of stress related illnesses that may appear in disciplinary records may be an indicator of bullying and harassment. The Health and Safety Executive published research in 2008 which indicated that 50% of all stress related illness was due to bullying and harassment. Coupled with this Giga, Hoel, and Lewis published research in 2008 that added weight to the body of evidence highlighting that BME people are more likely to suffer stress related illnesses, as well as being more likely to experience harassment and bullying in the workplace.

2.37 In 2006, the same team of researchers published research that found that 25% of the BME workforce of the public sector experienced workplace bullying compared with 13.6% of the overall workforce, and 11.8% of white employees – BME staff were more than twice as likely to be bullied. In addition, BME people are more likely to be disciplined for capability. A TUC report in 2000 showed that BME people were consistently overlooked or downgraded; Hoel and Giga reported in 2008 that BME people had higher levels of repeat reminders and persistent criticism,

and reported less favourable job performance evaluations for BME managers¹⁶.

2.38 BHCC keeps records for grievance and discipline in relation to the departments where they occur, so as with the employment data, it is possible to discern where the main challenges are in the council and address them. Data was only available for two years for this element of the study – 2010/11 and 2011/12. It is also important to note that some of the numbers here were extremely small, so the statistics must be viewed cautiously. However, there are emerging patterns that need vigilance as they show that some ethnic groups are more likely to be subject to the more negative aspects of experience at work – that is discipline and grievance.

Discipline

2.39 It is noticeable that the number of people failing to respond to the ethnic origin monitoring question during the disciplinary process was high – 22% in 2011/12. We comment further on this in the recommendations in Part Three.

2.40 2.5% of staff were subject to the disciplinary process at BHCC between 2010/11 and 2011/12. Whilst the numbers are small, there is a discernible pattern over the two year period indicating that BME staff are nearly twice as likely to be disciplined as compared with all staff. White British/Irish employees experience discipline at a level commensurate with the norm, whereas the ‘white other’ staff group are least likely to be disciplined.

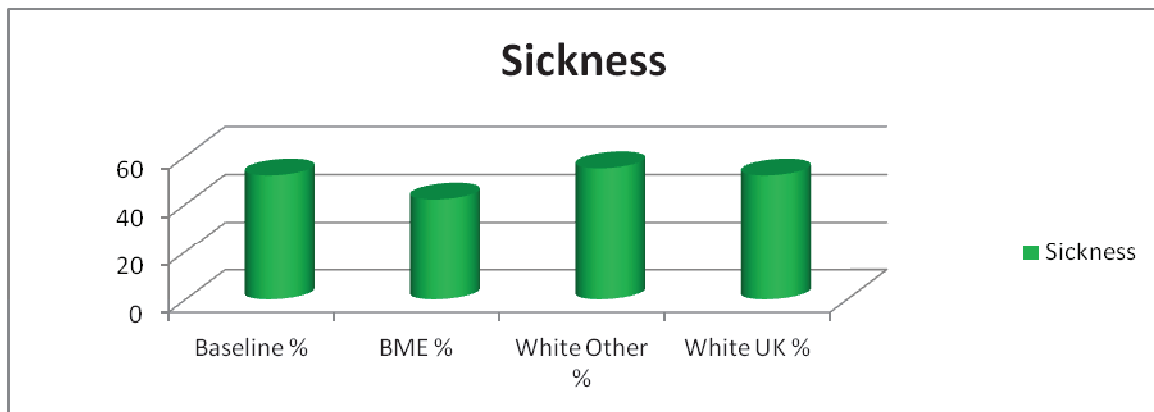
Table 12: BHCC % staff subject to discipline 2010/11 – 2011/12



2.41 The largest number of disciplinary cases was for sickness - approximately 52% of all disciplinary cases. The white British/Irish employees maintain a level very close to the norm, whereas BME employees are least likely to be disciplined for sickness and white other staff most likely.

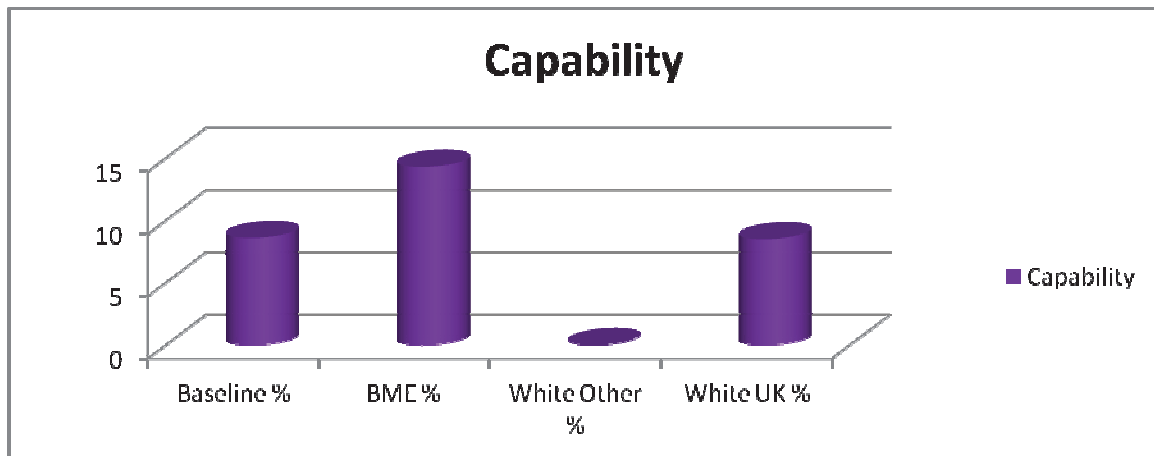
Table 13: BHCC % of disciplinary cases relating to sickness 2010/11 – 2011/12

¹⁶ In 1990 Greenhaus et al reported that performance management was a covert bullying mechanism employed against BME staff. This practice continues today, and can be seen in BME staff experiencing higher levels of discipline for capability.



2.42 There is a striking picture for capability. Overall the proportion of disciplinarys for capability is approximately 8.5% - white British/Irish staff display the same levels with respect to their disciplinarys. For BME staff this figure is 14.3% over the two year period, with the most recent year (2011/12) figure being 28.6% of BME disciplinarys. No 'white other' staff were disciplined for capability during this period.

Table 14: BHCC % of disciplinary cases for capability 2010/11 – 2011/12



2.43 BHCC also detail disciplinarys for bullying and harassment. Of the 11 of these cases during the two year period – one disciplinary involved a BME member of staff. We comment on the level of disciplinarys for bullying against the number of claims later in this report.

2.44 BME staff are more likely to face disciplinary action at BHCC and are far more likely to be disciplined for capability than other staff. An Equality Impact Assessment on the disciplinary process conducted in 2009 also concluded that BME staff were more likely to be disciplined than other staff and noted in respect of BME and staff with disabilities.

"It would appear that a higher proportion of BME and disabled employees were subject to the procedure compared with their level of representation within the workforce...the fact that some equality groups appear to be more likely to be subject to the procedure is an issue of concern and further monitoring and review needs to be undertaken to establish any underlying reasons for this".

An impact assessment of the capability procedure in 2009 also arrived at the same conclusion:

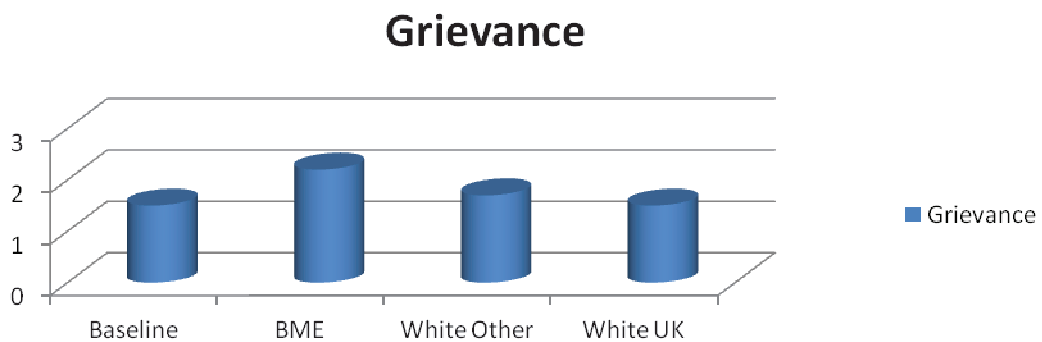
"It would appear that a statistically higher proportion of BME employees.... were subject to the procedure compared with their level of representation within the workforce".

However it appears, as there are not any follow up reports, that no action was taken at the time and because EIAs are conducted on a tri-annual cycle, no action was taken in the intervening period.

Grievance

- 2.45 Records on grievance at BHCC do not report on the specific reasons for the grievance, other than for bullying and harassment. There is no recording of grievances relating to allegations of discrimination, and the bullying and harassment records do not record bullying/harassment related to a particular protected characteristic, such as sexual/gender harassment, or harassment on the grounds of sexuality or racial harassment etc.
- 2.46 1.5% of the staff population raised a formal grievance between 2010 – 12. Again this data needs to be treated cautiously because of the very small numbers involved however, the BME staff group and the white other staff group raised more grievances proportionately.

Table 15: BHCC % of all staff raising a grievance 2010/11 – 2011/12



- 2.47 Bullying and harassment is the only specific reason recorded for grievances. Approximately 28% of all grievances over the two year period was for bullying and harassment. For BME staff this figure is significantly higher at 45%. Whilst a high proportion of grievances are for bullying and harassment, the actual proportion of grievances raised for this reason in the council are small that is, there aren't many formal grievances raised at BHCC (140 over the two year period – of known ethnic groups), but nearly a third of those that are raised are for bullying and harassment.

Table 16: BHCC % of grievances relating to bullying and harassment 2010/11 – 2011/12



- 2.48 Whilst approximately 0.4% of most staff groups complain of bullying at BHCC, this figure rises to just over 1% for the BME staff team. This needs however, to be viewed within the context that many people do not report their experience of bullying and prefer to ‘suffer in silence’ fearing the consequences of raising the issue, particularly if the ‘bully’ is their manager. We came across many reports of this nature during the interviews and focus group discussions. We comment more on this below.
- 2.49 In addition, the issue of bullying was highlighted as part of the consultation for the People Strategy and was raised as a key issue in the staff survey.

2.50 **Highlight:**

BME staff are more likely to raise a grievance at BHCC, and far more likely to complain of bullying and harassment.

LEAVING: Exit

- 2.51 BHCC hold exit ethnic origin data in relation to length of service on exit, and reasons for exit. These reasons are listed as resignation, ill health, redundancy, end of contract, dismissal, death in service, retirement and other.
- 2.52 There is no recording of the quality of the work experience, so the records do not indicate if people were happy or unhappy about their experience at BHCC and the reasons for that, for example staff who may leave because of bullying or discrimination. Exit interviews are more likely to contain this information, but these are not carried out systematically at BHCC, so any recording of this more qualitative information for leaving is patchy.
- 2.53 However, in response to a Freedom of Information request from the BMEWF in May 2012, BHCC indicated that 13 BME leavers between 2009 and 2012 completed exit interviews – exit records show that 67 BME staff left during this period so this constitutes 21. % of BME leavers. Of these 13, three left because of poor working relationships, two because of poor promotion prospects and two because of lack of job satisfaction. This data however does not provide any comparisons with other ethnic groups, so we can’t tell if these outcomes are remarkable or not. In addition to this, it is known that a large number of people leave the council with compromise agreements and this information is also not recorded with respect to ethnicity.
- 2.54 The data for staff leaving the organisation shows that an increasing proportion of staff have been leaving the organisation over the past two years in particular – 7.9% of all staff left the council in 2010/11 and 9.3% in 2011/12, with an average of 8.4% of the workforce leaving the council between 2009/10 – 2011/2012. BME staff do not leave in any greater proportion to other staff, but ‘white other’ staff are more likely to leave the council’s employ. Whilst the level of BME people leaving the council does not differ from all ethnic groups, there are differentials in the reasons why they leave.

Table 17: BHCC % of staff leaving the council: Aggregate 2009/10 - 2011/12

All (baseline indicator)	8.4
BME	8.4

White other	9.8
White British/Irish	8.3

2.55 The white British/Irish group by and large reflect the patterns for all ethnic groups in the exit data set. Given relative length of service for these ethnic groups – it is not surprising that no BME and ‘white other’ staff retired during this period. The single largest reason for people leaving are in the ‘resignations’ category, and this is the single largest reason for all ethnic groups, although the proportions differ for each group. What this category doesn’t reveal of course is the reasons for resignations. However, BME staff are more likely to resign compared with all staff, with the highest level of BME resignations in the most recent year (2011/12 – 62% of BME leavers). However, the staff group most likely to resign are the ‘white other’ group.

Table 18: BHCC - Reasons why staff leave (%) Aggregate 2009/10 – 2011/12

	Resignation	Ill - health	Redundancy	End of contract	Other reason	Dismissal	Death in service	Retirement
All (base line indicator)	42	4.3	4.5	11.9	10.4	11.4	1.1	13.1
BME	48	4.4	1.5	11.4	14.8	16.4	1.5	0
White other	59	1.3	2.2	13.2	12.3	8.3	0	0
White British/Irish	41	4.5	4.9	11.6	9.7	11.2	1.2	14.7

2.56 A notable reason for leaving are ‘other reasons’. The data shows that BME people and ‘white other’ staff are more likely than others to leave for this reason. Along with ‘resignations’, this may reflect the quality of work experience that is not captured elsewhere, and /or the level of compromise agreements signed by these staff.

2.57 Additionally BME staff are more likely to be dismissed than all other staff. Of particular note is the fact that in 2010/11 7.5% of all leavers were dismissed. For BME leavers this figure was 20.8%. They were dismissed at nearly three times the rate of all other staff. It is also noteworthy that during 2011/12 there was a particularly high level of dismissals across the board compared to other years (22% of all leavers compared to 7.5% the previous year, and 4% in 2009/10). BME dismissals were still higher than all others at 28.5% for this year.

2.58 Most staff leave the organisation within 3 – 9 years of service. This is the same for all ethnic groups. However, BME staff are more likely than others to leave in the first year of service (23% of BME leavers compared with 17.3% of all staff leaving); ‘white other’ staff slightly less likely (16.7%). This has to be seen in the context that BME and ‘white other’ staffs’ length of service does not appear by and large to exceed 15 years, whereas in 2011/12 for example 21% of white British/Irish leavers had completed between 15 to over 25 years of service. However, when the

data is examined to look only at the rate of leaving for those individuals who were appointed in a particular year, it reveals the following:

Table 19: BHCC leavers from those who joined in 2009/10

	Left 2010/11 within 1 year of service	Left 2011/12 within 2 years of service
All (baseline indicator)	15%	7.4%
BME	28.5%	2.8%
White other	2.4%	11.9%
White British/Irish	15%	7.4%

2.59 The table above shows that 15% of all staff who joined BHCC in 2009, left within a year – by 2010/11 - and compares the experience of other staff groups to this base line. The high rate of BME leavers within 1 year of service may correlate with the high level of BME dismissals in this year. The data for those who joined in 2010/11 is very different, indicating that BME people were far less likely to leave within the first year of service (6% of BME leavers compared to 15% of all leavers), and white other staff far more likely to leave within 1 year of service. The two years taken together however reveal that BME and white other staff are more likely to leave within the first year of service (17% of the BME staff joining in 2009 and 16% of white other staff compared with 15% for white British/Irish staff and all staff). This project is only focused on the three years 2009/10 – 2011/12. These however, need to be carefully monitored over time.

SUMMARY AND CONCLUSION

2.60 Staffing levels at BHCC have been reducing – fewer appointments, implementation of cost reduction programmes and more people leaving has resulted in a staff complement shrinking from 5,279 in 2009/10 to 4,974 in 2011/12. Against this backdrop, the data demonstrates that BME and in some cases ‘white other’ staff have disproportionately experienced some of the more negative aspects of various employment processes over the past three years. In addition, BHCC do not make the best use of the data that they have in their information banks. Monitoring could be improved by using this resource more strategically.

2.61 BME people seeking employment from BHCC experience a far more difficult transition from application to appointment and are far less likely to be successful in attaining a position, even though they apply for jobs in proportion to their representation in the community, and in greater proportion to their relative rate of economic activity in the community. This situation is deteriorating.

2.62 The proportion of BME and ‘white other’ staff employed by the council is not reflective of their representation in the local community with respect to their relative rates of economic activity;

the overall ethnicity profile in employment at BHCC has not changed markedly in the past three years – BME and white other staff make up approximately 5% respectively of the total staff complement. The current ethnicity staff profile does not reflect the ethnicity of Brighton and Hove residents with respect to their economic activity; 5% of staff at BHCC are from BME communities in comparison to their availability for work locally being 10.3%. BME staff are more likely to be employed in the most junior grades in the council, less likely to be middle managers and far less likely to be senior managers. Bangladeshi staff have particularly poor outcomes in this regard.

- 2.63 Employment processes as they relate to casual and agency staff receive scant attention with respect to equality monitoring. This is an important finding as the only monitoring that does take place indicates that nearly twice the proportion (compared to the council's contracted staff) of non - contracted staff come from BME and 'other white' communities.
- 2.64 BME staff are more likely to face disciplinary action at BHCC and are far more likely to be disciplined for capability than other staff. The exit data additionally demonstrates that they are more likely to be dismissed than other staff. BME staff are also more likely to raise a grievance, and far more likely to complain of bullying and harassment.
- 2.65 Overall, BME staff are no more likely to leave BHCC than other staff, but are more likely to leave within the first year of service. 'White other' staff are more likely to leave. BME staff are however, more likely to resign than other staff and leave for 'other reasons'.

POLICIES, APPROACHES, INITIATIVES AND STRUCTURES

- 2.66 The second part of the document review examined BHCC policies, strategies, procedures and structures. The case study and qualitative work - interviews, email submissions and focus groups - examined in more detail aspects of actual practice. The data analysis underscored the anecdotes and reports from BME staff over the years - that there were unequal outcomes for BME staff at BHCC, and that they were disproportionately subject to the more negative employment processes, such as grievance (and bullying), discipline and dismissal. The qualitative reports and case study work provided examples of excellent and extremely poor practice and the shades in between. To what extent did written policy and procedures (or the lack of them) contribute to or encourage these outcomes?

EQUALITY AND INCLUSION: Policy and Practice

BHCC delivering on equality commitments in employment

- 2.67 Tackling inequality is one of five key priorities of the Corporate Plan 2011 – 2015:
"We believe that everyone has a right to a decent home, a good education, a job that pays for a decent standard of living, good healthcare and to feel safe in their in community. We also strongly believe that no one should be disadvantaged from birth due to the neighbourhood or family circumstances they are born into"
- 2.68 The Equality and Inclusion Policy for BHCC 2012 – 2015 *"describes the vision, objectives and key actions and measures to promote, facilitate and deliver equality both within Brighton and Hove City Council and the rest of the city..."*. It is a document that brings together previous equality schemes and initiatives, to build on the council's track record of equalities work, and encapsulates the council's strategic corporate objectives to deliver on its equalities

commitments. It is a well - crafted document, with a not unexpected heavy emphasis on partnership working.

- 2.69 Section E of the document is devoted to employment and procurement practices at BHCC, and refers the reader to the People Strategy for more detailed actions around promoting equality and inclusion within the workplace. There is however, a timetabled implementation plan outlining how the objectives will be delivered through the key actions. We comment briefly on the two objectives that directly related to this study as follows:

a) "E1 – We will strengthen our employment monitoring and use it to improve the diversity of our workforce at all levels to ensure that we reflect the communities we serve"

The measures for this are the organisational health report: % of top 5% of earners and employees overall who declare that they are women, from BME communities or disabled. The actions relate to identifying appropriate workforce equality targets, and developing the technology to improve the quality of workforce monitoring. None of these actions have been progressed.

b)"E2 – the council will not tolerate bullying and harassment at any level in the organisation. We will develop a workplace environment where all staff feel they are treated with dignity and respect"

The measures for this are the corporate plan: decrease in percentage of employees responding that they have experienced discrimination or harassment or bullying in the last year; and staff survey: confidence in employer taking action to tackle discrimination, harassment and bullying etc....' The actions are limited principally to reviewing the dignity and respect procedure and analysing and sharing data to identify perceptions and outcomes from the procedures. There is no target to reduce the level of bullying and harassment, and no mention of the fact that there is no tool to measure discrimination.

- 2.70 The main issue with the employment aspects of the Equality and Inclusion Policy is not the identification of the problems and the objectives, but the lack of action. This failure to follow through is evidenced at the first port by the fact that the implementation plan is placed in the People Strategy, which has lost its energy. Comments from our focus group with HR staff included....

"The People Strategy is stuck at the moment....it hasn't been transformed into action... It's lost its momentum, but a lot of work was done....it's in isolation..."

- 2.71 But in addition to this, stated commitments to meet objectives have just not been honoured. This was a recurrent theme in the review of documents and qualitative work that we undertook during this study. Many of the outcomes for BME staff that we identified in data analysis and other work had been documented at BHCC in the past. For example, over three years ago the trend around disciplinaries and capability for BME staff were identified in impact assessments and recorded in action plans, but nothing was done.

- 2.72 This study was initiated following numerous reports and abortive actions about the position of BME staff at BHCC. There were also reports of individuals who had complained about discrimination, and no effective action was taken - we comment more on this below. Repeated episodes of failure to act and deliver on commitments around race and other areas of equality has understandably led to a high level of scepticism amongst staff about the prospects of

change, and the value of their involvement in any initiatives to make the change:

“ I don’t have any faith in this council to do anything about this...”

“people won’t take part (in the focus groups) because they don’t believe that anything will happen, we’ve seen it all before....”.

- 2.73 This is a very striking outcome from this study and we comment on this further below, but it does highlight that there were failings of management throughout the organisation - not just at the top – to make an effective and appropriate response to identified issues of inequality within the council.

Equality Impact Assessments (EIA’s)

- 2.74 We took a particular look at the council’s use of EIAs, because of what we considered to be the inadequate level of equality monitoring and reporting. Given that the EIA depends in no small measure on good data and analysis, how efficient was the process? So we wanted to follow through on the unequal outcomes identified by the data review and whether or not EIAs had picked those up and initiated remedial action. We also wanted to identify if the EIAs had effectively addressed practice as a consequence of directives of policy.
- 2.75 An Equality Impact Assessment (also known as Equality Analysis) is a process that provides evidence to help an organisation to understand the impact of existing and imminent plans for services, activities and functions on different types of people, and on relationships between different people. It will facilitate the answer to the question “what will happen or not happen if we do things this way?” It is an essential business tool to help organisations plan, develop and deliver inclusive approaches, strategies and services, and to promote equality and positive relationships between people in the communities and localities where they work.
- 2.76 The equalities approach at BHCC very heavily and in our view very properly, relies on the use of EIAs. Not only does it evidence compliance with the Public Sector Equality Duty (s149 Equality Act 2010) it enables improved targeting and delivery of services, knowledge and understanding of local people and communities and, serves to embed within the organisation the commitment to equality and social justice and to deliver on commitments for inclusion.
- 2.77 BHCC has provided EIA guidance with a template and training to relevant staff on the process. At BHCC all the ‘protected characteristic’ groups as defined by the Equality Act are included in the process, but also as necessary ‘inclusion groups’ who are groups of people in the community - such as unemployed people, or homeless people – subject to exclusion or disadvantage. BHCC has a comprehensive system of EIA’s which means that all policies and services are reviewed every three years. In addition all new policies need to have an EIA. EIAs are carried out across both Commissioning and Delivery units and the process has been recently strengthened to improve findings and become more outcome focused. There is a corporate EIA timetable ensuring an on-going rolling programme of EIAs providing audit across the organisation.
- 2.78 The Communities and Equality team provide support and guidance to staff and sign off an EIA before it is finalised. The timetable is monitored by the corporate Equalities Steering Group and the (previous) Strategic Leadership Board (SLB) receives regular reports on progress.
- 2.79 A very well developed system. However, the EIAs in HR that we reviewed had not triggered the need to review and improve the quality and breadth of data sets, and some of the key action

points from the processes (those that showed negative impact) had failed to materialise. Poor practice was not picked up in one or two of the EIAs as the emphasis seemed to be on written policy, and not on policy as an underwriter of practice. It appeared that this process was still regarded as one to be completed and put away (ticking boxes) and the genuine value of the EIA had not been understood or appreciated in these cases. Whilst the toolkit was well thought out, it was also apparent that two requirements in the process could actually serve to discourage embedding of the EIA into normal policy making practice, making it seem cumbersome and a chore to complete. We identified the following;

a) The three yearly cycle for all policies is very positive in that it ensures that all existing written policies and procedures go through the process regardless, and all new policies must be EIA'd and at re-design. However, this does not encourage and stress the need to review EIA's in between the cycle and when events occur that may require a re-think to the approach. There is also a danger that this might encourage a 'time to do this, tick the box' attitude. Also, the term 'policy' with respect to EIAs is to be understood loosely to include approaches and practices. EIAs are not limited to written policies, but critically are about the actual practice whether it is written as a procedure or not. One or two of the EIAs we reviewed failed to examine what the real practice was in some areas as compared to the written procedure.

b) The encouragement in the toolkit to develop a core team of people with different perspectives to oversee the EIA is also not conducive to fast and efficient policy development. Whilst it is important to engage with and ascertain the views of different stakeholders, to do this 'by committee' and to have everyone contributing in this fashion can only serve to elongate the process and make it seem like an event, when the aim is to embed the discipline of intelligent periodic review of the equality outcomes of policy and practice so it is as second nature in policy development – not eventful but natural.

Learning & Development in Equality and Diversity (E&D)

- 2.80 BHCC provides its staff with training in equality and diversity in a range of courses. There are courses dedicated to E&D and other courses with an E&D element. By and large this training occurs via e-learning.
- 2.81 In December 2010 the council launched an e-learning equalities module which was designed in house. It is mandatory for all staff to raise basic equalities awareness. To date 70% of staff have completed the module. There is also a mandatory managers' e-learning equalities module. A two day interactive workshop entitled Positive Engagement with Customer and Staff Diversity was piloted over six months from January to June 2011.
- 2.82 Whilst reportedly successful, the pilot was not adopted and rolled out to all staff.
- 2.83 In addition E&D is an element of e-Induction in which policy and best practice is outlined around working with staff diversity and addressing discrimination. The work of the forums is part of 'Being a Manager in BHCC' and 'People and Performance Management', and 'Recruitment and Selection' training enforces the councils commitment to equality and to increasing community

representation within the workforce.

- 2.84 During the qualitative phase of this study E&D training at BHCC did not receive a very good press. In particular, staff had very negative perceptions of e – learning as a viable vehicle for E&D training. Staff commented:

“The online equalities teaching units will not address these issues. Printing off a certificate to say a course has been completed has clearly not worked. I feel Brighton & Hove are decades behind the times when it comes to equalities.”

“Equalities isn’t something that you can pick up on e-learning. Beliefs and values cannot be challenged...you need a challenging discussion, it is about understanding the differences between people. There’s too much e-learning, they are falling down in creating awareness amongst staff....”

“E learning is mandatory, but this is not real training. It’s just lip service, they have to do it so they trawl us all through it. It was done in the context of the equalities framework challenge, it all happened at the same time, it was done to get us through the challenge...”

“ I started the online course, but it was so badly constructed I couldn’t finish it. On line training for equalities is pointless, we could do a lot better...”

- 2.85 In relation to this the Diversity Peer Challenge of the Equality Framework for Local Government noted:

“Employees were not particularly enthusiastic about e-learning as a training media for equalities as they felt they learnt more through more interactive formats. Staff reported rushing through this as the deadline for completion of the training approached”

- 2.86 Another important factor was that a sizeable element of the workforce do not have access to computers (particularly staff in *CityClean*), so on-line methods exclude them. The view was also expressed that even when E&D workshop training (not e-learning) was successful as was the case in the past, change did not occur as a result.

- 2.87 **Highlight:**

As part of this process we tested the managers E&D e-learning package at BHCC. It was disappointing in that it was not at all challenging and more at the level of basic awareness than a managers’ programme. There was no space for debate, reflection or practice. It did not give managers the tools to manage diversity. This is important as there were many reports during our discussions with staff about managers ‘fear’ of managing diversity. We comment more on this below.

- 2.88 There is a management development programme at BHCC which is not delivered via e-learning – one would ask why managing diversity was relegated to e-learning and not a distinct but integral element of a managers’ development programme addressing these challenges at BHCC?

- 2.89 In recent years, many employers have been turning to e-learning methods to deliver E&D and other forms of training. E-learning is seen as a cost effective means of training a lot of people, as opposed to the more costly face to face group interaction workshops. The phrase ‘sheep dip’ is

commonly used to describe the process of meeting mass training needs or requirements in an organisation – E&D awareness training is frequently cast in this category, and this terminology was also used in our interviews and focus groups at BHCC .

- 2.90 It is true that there is an expectation that public sector organisations will ensure that all staff receive training in E&D, and this is a necessary and reasonable expectation in our view. Employers have a responsibility to ensure that all employees understand the nature of the business (delivering services to a diverse range of customers), the legislation and regulation that governs the business, and are aware of expectations of them in relation to that - behaviour, customer focus, standards of performance etc. – sometimes ‘sheep have to be dipped’. However, this need to ensure that ‘everyone knows and understands’ can be met in captivating and creative ways.
- 2.91 Methods that hold participants’ interest are ones that leave the most lasting impressions and therefore the most likely to be retained as learning. An effective E&D awareness learning intervention is engaging, challenging, participative, reflective, responsive, memorable, best delivered through human interaction - all the elements that are needed to provoke a real change in behaviour. Unfortunately e-learning cannot deliver all these elements, and reports at BHCC reveal that the e-learning programme there has not done so. E-learning then for E&D as it is applied at BHCC may be a false economy.
- 2.92 Regardless of how enthralling any learning intervention, the ground has to be fertile for the seeds of change to take root and grow, that is if the climate/work environment is not conducive to enable the nature of the change required – nothing will change, and that really is financial waste. But the climate at BHCC is evolving to embrace the kind of changes required to deliver equality commitments, and many people expressed their optimism about this.
- ‘I am optimistic about the future – new head of HR and new CEO’*
- 2.93 This is a good time to review the effectiveness of E&D training at BHCC and renew the approach to optimise and exploit the opportunities looming. In reviewing equality training at BHCC, method, content, audience and evaluation should be considered.
- 2.94 **Method:**
- A range of methods should be utilised to deliver the various types of E&D training. The issue is to choose the most appropriate method for the audience to deliver the results you seek. For example, computer based learning will not be appropriate for staff who do not have access to computers. A significant number of the workforce who have day to day contact with the communities of Brighton and Hove (in *CityClean*) were excluded from the equality awareness training. A further significant point here is that a high proportion of *CityClean* staff in particular are from Eastern European countries and have interpreting needs. Particular attention needs to be given to the methodology of equality training for this group of staff. During the focus group discussions with this staff group it was clear that a number of them did not understand BHCC’s approach to equality, diversity and inclusion, even though training had been provided.
- 2.95 E- learning has its place in E&D for information, briefings, updates, blogs etc. and should be used for this purpose, ensuring of course that other media are used for this purpose with staff who do not have computers. However, face to face group interactive methods such as peer learning, action learning, facilitated workshops, theatre/drama, debating circles etc. could all be explored. The key is it must engage people. It must capture their attention, challenge their thinking, and

inspire them to action.

2.96 **Content:**

The content of training/development interventions should be bespoke to the needs of BHCC and the particular needs of the participants, and time needs to be spent ensuring that the training content and methods to deliver it are suitable and relevant. For awareness training for example, the BHCC approach to equalities has got to be the 'flavour' – what diversity means at BHCC with respect to communities and staff, key issues/ challenges for the organisation, the council in the lives of its diverse communities, policy approaches and the performance/delivery framework etc. – the business case. It needs to be couched in the values of the organisation, and address specific issues such as expectations with respect to behaviour - behavioural competencies and how these can be attained; the importance of record keeping and monitoring and how the information is used, understanding discrimination etc.

2.97 A range of training courses about people and communities at BHCC should have diversity flowing through them, and/or specific elements focused on diversity as integral to them, for example Induction, Recruitment and Selection, Dignity at Work, Community Engagement and Customer Care training. In particular, management development training at BHCC should contain a significant managing diversity content, throughout the course and as a specific element of it.

2.98 How the subtle and 'unconscious' impacts on our actions is the most challenging aspect of exclusion and discrimination to address. Unconscious bias arises because of the implicit preferences we all develop as a result of our socialisation, experiences and exposure to like minded others and views around us. It is true that we all have these biases and would not be human if we did not. These biases or predispositions help us to make sense of the world and our location within it. They help to form our view of the world, and we use them as a foundation of our decision making based on what feels safe, what is likeable, what we believe to be valuable and in the workplace, who we consider to be competent.

2.99 These unconscious biases are normal but they are not always safe. In this respect is not unusual to come across a manager who believes they can quite confidently spot the right candidate for the job, and just as damaging the wrong candidate, without reference to process or organisational dictat.

2.100 It is also true that such unconscious bias can be a characteristic of organisational culture and without meaning to be seen to endorse behaviours, approaches, practices and outcomes that exclude others.

2.101 An awareness of its existence is fundamental to BHCC's plans to rethink the way equality and diversity works within the organisation, because as studies have shown and the work done in delivering McPherson and Scarman reports have evidenced, unconscious bias needs to be addressed to enable a sustainable change to deliver equality and social justice.

2.102 **Highlight:**

Dealing with this issue will be a key challenge going forward for BHCC in its drive to develop and embed a culture of openness and inclusivity where all feel valued.

2.103 Our proposal is therefore that because changes in this area must be seen to come from those

above who we unconsciously believe are, or at least should be, our betters that the senior management team (CMT & ELT) should address this issue jointly through a learning intervention. It is important that the most senior operational group in BHCC has a clear understanding of its own unconscious bias, how more generally it pervades BHCC, and what they need to do to manage it organisationally.

- 2.104 From there on it will be necessary to ensure that all E&D learning and development interventions, from awareness through to management development training, and critically includes recruitment and selection training (mentioned in Part Three) includes a detailed examination of the subject, with practical exercises to demonstrate its impact, and most importantly that it imparts the skills to manage it.
- 2.105 In our view this understanding will form the bedrock of the work around developing effective management, leadership and culture that enables diversity and equality to be realised and will support it becoming part of BHCC's DNA. Learning here will be 'slow burning' – that is the results of this kind of learning intervention will take longer to materialise. It is however important that the process is put in place sooner rather than later and so should be an early priority in the learning element of the action plan.

2.106 **Highlight:**

During the interviews and focus groups, a significant number of people commented on the fear that many managers display with respect to managing diversity. We comment more on this below, however it is important that management training addresses this fear.

- 2.107 There is no text book with a flow chart for managing diversity - that is the nature of diversity. It is about developing certain management skills and competencies, and understanding how to use a variety of management techniques and approaches and recognising when and how to apply them. Critical to this is building the confidence to manage difference.
- 2.108 There will also be the need for specialist diversity training such as Conducting Equality Impact Assessments, Dealing with Hate Crime and Diversity Record keeping and monitoring. Where there are teams with high levels of staff from diverse communities, such as *CityClean* where there are significant numbers of Polish staff, Cultural Awareness training in particular may help all staff members.
- 2.109 **Audience:**
The mandatory nature of E&D training has to be maintained, and the expectation that everyone will attend enforced. It is however, important that everyone understands why the training is mandatory. Beyond any legal requirement, diversity is the business of any organisation such as a local authority like BHCC that works with people and communities, and in this regard there is a moral imperative that underpins the business one.
- 2.110 It is also important that staff at all levels and members undergo this training. These programmes must be tailored to their needs and expectations, but everyone in the business should be able to demonstrate that they understand the business case for diversity at BHCC, and demonstrate a commitment to the values and principles of the council which underpin an approach that values difference.

2.111 **Evaluation:**

Effective evaluation is important to any investment in learning and development. How effective was the intervention in the short, medium and longer term? Did behaviour/performance improve at the individual, the team, and the wider organisational level? What elements of the programme worked especially well, and what did not work well at all? Answers to these questions and more determine if the investment was worthwhile or not.

2.112 Many organisations do not monitor the effectiveness of E&D training in the longer term. Most will organise the completion of the post course evaluation feedback – typically a ‘happy’ sheet asking the participant to comment and rate their experience of the event and the extent to which their learning objectives were achieved. This is an important part of evaluation - because if the event does not make a positive impact, the chances of sustained learning is substantially reduced - but unfortunately evaluation frequently stops there. Anecdotes from our interviews and focus groups infer that long term change from E&D training at BHCC has not been apparent, but we were not presented with any quantifiable evidence of the same. We understand that BHCC have used The Kirkpatrick Model to evaluate E&D learning, this was applied to individual events such as ‘Positive engagement with Staff and Customer Diversity’. Kirkpatrick Evaluation Model is as follows:

Level 1: Evaluate Reaction – how the delegates felt and their personal reaction to the learning experience. Assessed at the end of the course through the ‘reactionnaire’ or the ‘happy’ sheet;

Level 2: Evaluate Learning – specifically what was learned and was this what was intended? What do they know or have the skills to do after the learning that they did not know or have the skills to do before? This is assessed with pre & post-course discussion between delegate and manager;

Level 3: Evaluate Behaviour – the extent to which trainees applied their learning and changed their behavior. Improved Knowledge/Skills/Attitude in the workplace. This is assessed through observation of performance, 360° feedback from managers and colleagues on changes/improvements in practice and behaviour;

Level 4: Evaluate Results – The measure of return on investment. Was it worth it? Managers review learning activity and impact on business improvement, including customer service feedback, absence improvements etc.

All four levels have to be applied for a full evaluation, and this has not happened at BHCC with respect to E&D training.

Race in the overall context of equalities at BHCC:

“It’s about the inequality within the equalities culture here...”

2.113 The Peer Challenge report noted:

“Despite the many good examples of the council working with all minority communities, there is a danger that it is perceived to respond primarily to the largest and loudest group, in this case those are white, able bodied LGBT and also are often professional and articulate...”

2.114 This was stated in relation to community engagement and satisfaction, and the commentary went on to indicate that other groups in the community felt marginalised by this, and that that there was a lack of representation of BME groups in particular. Our study focused on

employment at the council and from our interviews and focus groups it is clear that the same perception abounds in relation to employment at BHCC.

"I am not LGBT but many of my colleagues do identify as such. The perception amongst many workers within the council (correctly or not) is this is not a disadvantage but an advantage and certainly with in some departments you are quite likely to be promoted if you identify as being LGBT". ...

"The culture here is that LGBT issues are very prominent, but it seems that among some people who should know better that there are issues that are not acceptable when it is LGBT, but when it is BME it's not the same..."

"You always get the feeling that they are more committed to gay equality than BME equality here.."

2.115 The council has received national recognition for several years for its work in equalities for LGBT employees, and given the representation of LGBT staff in the council and LGBT people in the community, this is an appropriate response. However, there is little doubt that other equality groups in the council could benefit from similar efforts and approaches, and this presents a good opportunity to refocus on equality across all areas.

2.116 Whilst a good focus has been applied to LGBT employment issues at BHCC, this does not imply that everything is fine and good for LGBT staff in the council. Our focus group and interview work enabled all staff to speak to us, and there is no doubt that bullying and harassment in particular are still very evident and prominent issues for LGBT staff, and transgender staff have specific challenges and have good reason to be fearful in some circumstances:

"The council portrays an image – with Stonewall for example – that they are really behind this, and they don't condone homophobic bullying. But the reality is very different. When bullying is reported the perpetrators are not held to account. The truth is that managers don't have the confidence to take these issues on because they won't be supported by members or they are frightened of the unions...."

"I have gay staff who won't report bullying because of the trauma they will go through and knowing that they will probably have to still work with that person who knows that they have reported them....I have tried to protect my staff, but I have managers who just want it to go away."

"I don't regard Stonewall because they don't include transgender.....transgender issues here are being marginalised.."

2.117 In addition to sexuality, we had many participants who spoke about their experience as disabled members of staff or as carers of family members with a disability, and how they were treated as a result of their caring responsibilities:

"I have been laughed at; my work the subject of ridicule; I have been the recipient of bullying (so bad several people have told me I could have taken a grievance), by someone who really should have known better; told I am making it up and called a liar"

"The current switch to hot-desking in our area of work with no consultation with staff has resulted in wasted time by staff trying to find somewhere to sit and has identified hidden disabilities of staff who are having to get specialist equipment out to put on their desks every day".

"I have suffered from a lack of understanding around invisible disabilities and the reasonable

adjustments needed”.

“I am appalled by the way disabled people are treated. There is a real culture of bullying here, and by senior managers....”

2.118 **Highlight:**

During this study, we identified very similar issues for disabled staff as there are for BME staff, with respect to their representation in the workforce and monitoring data. Bullying and harassment on the grounds of a protected characteristic seems to be an experience for all the equality groups at BHCC, as well as more generally in the council and we address this issue below.

- 2.119 The one equality issue that did not appear with any significance during this study was gender. We were struck that there were workers equality forums here, but not a women’s group. As is the case with most public sector organisations, women are well represented in the staff group at BHCC, but are under-represented at the more senior levels –notwithstanding the recent appointment of a female CEO. We understand that a woman’s staff forum is now being established.
- 2.120 So, within the wider context of equality, race is not the only matter that needs attention at BHCC. Issues around disability in particular have not had the focus that they need, and as referred to above, whilst there has been a better focus on sexuality everything here is certainly not ok.
- 2.121 In this regard we strongly recommend that BHCC takes this opportunity to refocus and rejuvenate all its equality work in employment. Most of the recommendations that we outline in Part Three of this report can and should be applied to other equality areas. For example, widening the breadth of data collection, analysis and reporting can also relate to recording and analysing the type/nature of disability for staff in disability monitoring.
- 2.122 The recommendation to explore the possibility of a PATH type initiative in the CIP could be a scheme for BME and disabled people in Brighton and Hove, both groups experiencing under-representation in employment in the locality. The council's work and achievements in the area of LGBT should be seen as a flagship, using these approaches as a blueprint to inform and address other areas of inequality.

Employment in the Equalities Performance Management Framework at BHCC

- 2.123 The BHCC corporate approach to equalities is heavily focused on community engagement and service delivery. Internal staffing/HR does not share the spotlight. This is not unusual across the public sector in equalities - HR/employment has always played ‘second fiddle’ to the main purpose of the business, which for a local authority is service delivery and engagement with the residents. This approach has been sanctioned, encouraged even by regulators, who have traditionally ‘tip toed’ around the contractual relationship that an organisation might have with its employees, giving employment/HR matters less focus in regulation. This tone can be seen in BHCC with the 2011 Diversity Peer Challenge owned and co-ordinated by the Local Government

Improvement and Development.

2.124 The assessors identified more areas for improvement in workforce issues than in any other aspect of the assessment, (and the only area where the need for improvements matched the number of strengths) and highlighted HR issues that did not meet the excellent standard from their own framework, yet scored BHCC an overall excellent. It is noteworthy that HR was not the only area where BHCC did not meet the excellent standard of the framework – engagement with BME community organisations was also highlighted. This approach could only serve to emphasise and promote the fact that poor performance in HR matters in public sector organisations is not as important as it is in community and services (and implies that in community and services BME issues are not as important), and does nothing to drive the standards up. This point was not lost amongst the staff who spoke to us during the interviews and focus groups:

“People saw the equalities e learning as a quick fix for the peer review. I was surprised that we got excellent and lots of people were.....people here know that equalities in HR is really weak”

2.125 This is a critical point. It would appear that BME people in the community of Brighton and Hove do not think that they are getting great services or that their engagement with the council is good. The Peer Challenge review noted in the section on community engagement and satisfaction:

“There is a lack of representation for BAME groups and there is a perception that their voices are not being heard to the same extent as others”.

Other staff comments were:

“It was highlighted in the peer review that we don’t have a great relationship with BME groups – and we got excellent in my view because of our work with LGBT groups”

“The BME community are not the biggest fans of the council. Lack of needs assessment and lack of any strategies, when they do engage with us it’s not a very positive experience”

“BME organisations know that we don’t support BME staff. They say we don’t look after our own BME people so why should they think that we will look after them”

BME staff members said:

“My friends and family ask me why I work for the council. Everyone knows that this is not a great place to work if you’re black”

" the council forgets that BME staff are also customers; we live in Brighton and Hove and our experience both internally and externally is not positive"

2.126 **Highlight:**

What happens internally will be reflected externally. If an organisation’s culture does not embrace or is indifferent to all its diversity, then any initiatives and approaches to value difference and engage with diverse communities will be fragile and unsustainable, and the cracks are beginning to show at BHCC.

2.127 BHCC is the largest employer in the area, as is the case with many local authorities. It has made a commitment to reflect local communities – notwithstanding what this really means in employment - it does not do so and irrespective of various initiatives over the years, that

position has not changed. Even though BME people have been applying for jobs in the council, they are less likely to get them than other people, and for some communities (Bangladeshi) they don't get them at all.

- 2.128 The opportunity is now for the HR team to address this and make a difference. In 2010/11 there was a notable spike in the number of BME people who applied for jobs at BHCC, and more BME people were also appointed that year. This seems to have been as a result of a number of recruitment initiatives aimed at BME people, where HR staff engaged with BME community groups to encourage applications for jobs. These initiatives worked, but they did not continue, with the resulting disproportionate drop in applications and plummet in appointments the next year.
- 2.129 It is important that BHCC as a local large employer reconnects with its diverse communities. HR at BHCC should take its place as a large employer on the CIP with other statutory, voluntary and community agencies, and plan a programme of out-reach work with BME community organisations. Strategic internal partnerships must also be forged and maintained with colleagues in the Communities and Equality, and Economic Development teams. Members of the BMEWF should also be engaged in this work, as their links with and knowledge of local BME communities will be critical.
- 2.130 It was suggested during the interviews and focus group discussions, that HR and Communities and Equality should design a joint BME strategy, reflecting both internal employment and external drives to engage with and improve the position for BME communities with BHCC. BHCC may wish to consider this, but needs to be mindful of strategy overkill. In our view HR needs to step up and be seen to lead BHCC's diversity in employment agenda, but by making the right strategic alliances and in concert with other BHCC initiatives as necessary.

The Black and Minority Ethnic Workers Forum (BMEWF)

- 2.131 There are currently three equality staff forums established at BHCC - The Disabled Workers Forum, the LGBT Forum and the BME Forum - a Women's forum is being developed. They are a centre for mutual support for staff from these equality groups and enable dialogue with senior management in the council to address relevant issues for their members.
- 2.132 Each forum is provided with an annual budget (£5,000) to spend against the priorities outlined in their business plans, and each forum has a steering group of officers and a Chair. Steering group members are allocated one day a month paid time to devote to forum matters.
- 2.133 Of the three forums, the LGBT group is the longest established and the most developed. It has a thriving membership which consists of staff at all levels in the council. The forum use their resources very strategically to engage with the LGBT community in Brighton and Hove, to garner their support. The gay media locally for example has been very supportive of them. The membership of LGBT senior staff at BHCC has enabled the LGBT forum to develop important strategic skills and easier access to dialogue with senior management. In contrast both the BMEWF and the DWF are not as well developed. Their membership is much smaller and less active, and senior BME and disabled staff do not engage to the same level as is the case with the LGBT forum (though there are fewer of them). Once again there is a perception that the LGBT forum receives a greater level of recognition from the council than the other forums:

"It is also perceived that this group of people have the most support at senior level out of all the

fora and BME and DWF members would like to achieve similar recognition”.

- 2.134 This was recognised by the leadership team in place at the time, and the Strategic Director of Communities began attending all forum meetings as their ‘link’ to SLB.
- 2.135 The BMEWF is open to employees who identify themselves as black or minority ethnic. Their objectives are to:
- **Support** members by organising general meetings and training opportunities, providing a support network and raising members’ issues;
 - **Review and consult** on internal policy and practices, external reviews and awards;
 - **Improve the working environment** by identifying issues and working to resolve them;
 - **Monitor** cases where there is union involvement (with members consent) to enable them to identify common problems experienced by BME staff in the organisation;
 - **Reach out to the community** by identifying a need in the city for community groups and organisations to have a voice. They engage with local and national organisations, and find out what they need.
- 2.136 The BMEWF is not as well supported in terms of active membership as it would like. During our interviews and focus groups it was apparent that some staff (BME and others) did not understand the nature and purpose of the BMEWF. Some BME staff reported that their managers had not informed them of the forum, so they were nervous about asking for the time out of office hours to attend and nervous about the attitude of their colleagues:
- “I don’t go to the BME workers forum. I have never been told about the group and I don’t feel that I would be encouraged to attend by my team, my colleagues wouldn’t understand. I don’t feel that I could go I can’t justify the time....”*
- " I have to plan my work to be able to go; my manager makes a point of asking me if I have finished work projects before agreeing to let me go. Sometimes it's just too hard work to bother.."*
- 2.137 Others felt that the BMEWF did not have the strategic capacity to make significant inroads into the issues facing BME staff in the council:
- “The BME workers forum is a group of overstretched people. They don’t have a great deal of power and strength ..”*
- 2.138 When a minority group is overwhelmed with challenges related to their status it is completely understandable that they may become susceptible to feelings of powerlessness. Whilst challenging, these feelings need to be balanced with the reality of what strengths they do have and the prospects for expansion in this regard, so that they are better able to wrest control and adopt a more tactical approach to their actions. Otherwise there is a danger that the group manifests as a cohort of ‘wounded casualties’ or ‘victims’. We observed this as a potential danger for the BMEWF. The initiation of this study is certainly an important and major achievement for the forum and they have a continuing and critical role to play in the development of the BHCC equality agenda. The task now facing them is that they ensure that they position themselves strategically and appropriately in the medley of activity.

2.139 **Highlight:**

It became apparent that the steering group members of the BMEWF would benefit from further support from the council in the form of learning and development. A programme of development could be provided to these members (individually and collectively) to enable them to improve their skills in negotiation and develop more strategic approaches to the way they work. This should be seen as personal development for these BME staff and a positive aspect of their career development as council officers.

- 2.140 There appears to be much scope to learn from the LGBT forum, who have expressed a desire to support the development of both the BMEWF and DWF. The forums should meet to discuss practical ways that the LGBT could support their development. Group mentoring/shadowing of steering group activities, periodic meetings between the chairs and between other officers to share experiences and learn different approaches/ techniques to handling challenges are all approaches that could be explored. We feel that the steering groups of the forums should meet more regularly than they do currently, to learn more about each other and from each other and to redress a 'silo' tone to their working, that is prominent in BHCC generally – see below – and that we certainly observed in the way that the equalities forums operate.

The HR Equalities Group

- 2.141 The HR Equalities Group (HREG) is a forum of HR staff and the equalities workers forums, designed to enable them to work together on equalities staffing issues. It is part of the Equalities Performance Management Framework at BHCC and feeds into the Equalities Steering Group (ESG), which in turn feeds into the (previous) Strategic Leadership Board (SLB), and then to the council committee etc. The group is chaired by the Head of HR and staff from the Communities and Equality Team are also represented, along with the members of the currently three staff workers equality forums. The group meets quarterly.
- 2.142 There have been some challenges around how this group has operated in the past. It doesn't appear to have Terms of Reference (TOR), and some of the forum members feel that HR have used the group to show that they have consulted on equalities issues, without any real engagement. Staff from the Communities and Equality Team have not regularly attended and the group seems to have lost its way. We observed once again an atmosphere of 'silo' working, which we mentioned above with the equalities forums. Whilst it is important that forums represent the interest of their equality groups and members, this must be a forum for joint working to address particular, but also overall equality and diversity matters, and we didn't feel that the temperament for this latter point was well set within the group.
- 2.143 Recent changes in the organisation provides a good opportunity to refocus and renew, which the group has resolved to do. First on its agenda is to establish Terms of Reference. We make below proposals for the group to consider in its new set of TOR's, but we also recommend a change in the equality performance framework and the positioning of the HREG.
- 2.144 With respect to TOR we feel that it is important that the group takes a more strategic role in both supporting HR to achieve the organisation's equality objectives, but also in holding the organisation and HR as its vehicle for oversight, to account for performance along the its strategic pathway - a critical friend. In this regard we propose that the strategic action plan that

is developed as a result of this study, becomes effectively the essence of the HR Equality and Diversity Strategy and the key initiative in the equality strand of the People Strategy, and is overseen by this group. That will mean that a standard and significant agenda item will be progress against the action plan, and the group will both support HR to achieve the targets and objectives, and provide stretch and challenge as appropriate to HR and the organisation as a whole.

- 2.145 This group should generally provide support for HR in all its equality activities, so it should be a place where HR can bring any challenges or discuss plans/proposals outside of the action plan. Linked to that should be oversight of the programme of HR Equality Impact Assessments. The proposal is not that this group signs them off, but that they are kept abreast of HR's progress on delivering EIAs, and any significant issues that may arise from them or the process.
- 2.146 The quarterly employment equality monitoring reports should be presented to this group at each of their quarterly meetings, for discussion and challenge. Any highlight issues, risk assessments and positive developments should then form part of the reporting to ELT as detailed below.
- 2.147 The staff forums need a space to raise any issues pertinent to their particular equality interests, jointly or individually.
- 2.148 With regard to the performance management framework we believe that the issue of equalities in HR needs to take on a more significant focus at BHCC, and HREG should step up in the hierarchy of the framework. We propose therefore that the HREG reports directly to the new Executive Leadership Team (ELT - replacing SLB) rather than have its deliberations filtered through ESG. The new ELT is the senior team shaping and driving responses to council policy – internal and external. It is ultimately accountable for delivery and the performance of the council. The Head of HR as the guardian of equalities in employment and Chair of HREG should keep CMT engaged as active participants in delivery.
- 2.149 However it is important that the HREG retains a link to the ESG ensuring that political oversight is maintained.

Relevant HR Policies and Approaches

- 2.150 BHCC has in place all the relevant policies and procedures one would expect to see. These include disciplinary, absence management, grievance, dignity at work, recruitment and selection, capability. Compared with those found in other local authorities, the detail generally accords with best practice with the occasional sensitising to the specific needs of BHCC; at face value they are therefore appropriate.
- 2.151 The data on how they have been applied however has shown that the negative impacts have been greater for staff from BME backgrounds, in that they are more likely to find themselves subject to formal processes that have a greater potential to lead to their departure from BHCC.
- 2.152 At BHCC there is '*a growing consensus about what may have become an over reliance on formal procedures ...*' This reliance has not helped BHCC '*to resolve issues around equality and in some*

cases [has made] *the issues more difficult to resolve*'.¹⁷

- 2.153 This said there are some general issues arising out of the application that impact on working relationships, culture and perceived fairness that also need addressing:
- 2.154 **Timescales:** One of the key complaints was the time taken to deal with disciplinary issues with reports of some cases taking over six months before being heard and an equal amount of time to complete the process. This being the case more often than not the member of staff would be suspended with no clear time frame for their return as the procedures specify that suspension can be '*for the duration of the investigation*'. This practice does not accord with the 'law of natural justice' which the ACAS Codes say that time taken should be 'reasonable' and what would be expected of a 'good employer'.
- 2.155 Such time away also contributes to the likelihood that a member of staff will not return to work. Studies have shown that the longer an individual is away from the place of work (either because of formal action or through ill-health), the less likely they are to return. All it takes is 12 weeks for a person to begin to feel disconnected and disassociated from the work environment.
- 2.156 Where the impact of formal processes is evidenced to be greater for particular groups than others, it may a perception that the affected groups are being alienated.
- 'I was suspended for 12 weeks... They say suspension isn't punishment and all that but it sure felt like it. No one keeps in touch and I felt it worse because others have done things and they haven't been suspended; or at least not for as long as I was'*
- 'It's hard when you are trying to manage the situation; the process just takes so long by the time the person has to come back everyone's walking on eggshells'*
- 2.157 There are a raft of HR employee relations policies and procedures that are due for review (2012/13) and it may be worth looking specifically at creating clarity around timescales (which need to be realistic but reasonable), for both managers and staff.
- 2.158 **Understanding:** In relation to the use of policies and procedures the HR Business Partners should look to provide more direct support for managers involved in employee relations processes providing more direct briefings, workshop sessions and case studies taken from the organisation.
- 2.159 **Trends, Hotspots and Action:** HR teams involved in employee relations casework may also want to consider holding peer case review meetings to assess impact, consistency and outcomes on a quarterly basis to be able to catch trends early and take corrective action.
- 2.160 **Highlight:**

Employee communications is a key plank of the 'People Strategy' and expectations around how processes should work and what people should expect in such situations should be communicated widely. A number of the procedures already come with guides but these are targeted at managers. Short guides should also be developed for staff and given out as part of the information pack they receive when going through processes.

'HR should stop referring people to the WAVE for everything. Every area has its jargon and while they might understand it all - we don't necessarily'

¹⁷ People Strategy p7-8

SUMMARY AND CONCLUSION

- 2.161 BHCC has a well-developed corporate approach to equalities that has a heavy emphasis on community engagement. Employment at BHCC is part of the Equality and Inclusion Policy, but many of the commitments have not been followed through, leading to staff scepticism that anything will change.
- 2.162 The corporate equalities approach relies on Equality Impact Assessments (EIAs) and the EIA toolkit and template is generally well designed. EIA's in HR have been completed in a 'tick box' fashion and revealing a lack of understanding of their true purpose and value. Whilst generally well designed, the toolkit in some respects encourages a 'tick box' approach.
- 2.163 Equality awareness training at BHCC has not produced lasting change and one of the methods – e-learning – is very unpopular. E&D is not embedded in management training and evaluations are not meaningful. Most importantly, the matter of unconscious bias needs to be addressed in E&D learning and development at all levels, but with the leaders (members and executive) playing a pivotal role here, in recognising the importance of addressing this as an organisational issue.
- 2.164 There is a perception that LGBT issues dominate the equality agenda at BHCC. However, this study has concluded that there is a need to refocus and address equality and diversity across all equality groups in employment at BHCC and develop an HR Equality and Diversity Strategy and Action Plan.
- 2.165 The HR team need to reconnect with BME communities in Brighton and Hove, as there has been a loss of confidence in them as local employers amongst this community. HR need to work more strategically with external (CIP) and internal (Community and Equality, Economic Development and BMEWF) partners in developing their new approach.
- 2.166 BHCC should seek to support the development needs of steering group members of the BMEWF. The LGBT forum could act as mentors to both the DWF and BMEWF, and all forums should organise a programme of working together to improve partnership working. BHCC should support and resource these activities.
- 2.167 During our qualitative work, it became apparent that there is some tension between the role of the trades unions and the role of the workers forums. It is beyond the scope of this study to examine this in more detail. However, it is clear that some discussions need to be had at BHCC between the workers forums and the trades unions to address these tensions - to provide some clarity about roles and to ensure that a clear message about commitment to equality is seen to come from all quarters.
- 2.168 The HR Equalities Group (HREG) is renewing its focus. New Terms of Reference are being developed. The proposal is that these TOR's include HREG acting as a critical friend to the HR team in meeting their equality objectives, and oversee the progress of the HR E&D Strategy. The HREG should also become more focal in the equality performance management framework and report to ELT.
- 2.169 Policies and procedures are about setting standards and being clear about how those standards should be applied. However because of the need to cover numerous eventualities they are open to interpretation and in some circumstances can be abused. It is critical therefore that there is

appropriate oversight to ensure that they are being applied in a clear, consistent, fair and reasonable manner.

- 2.170 Lack of clarity around use can lead to inconsistency in approach and allegations of bias. More importantly a failure to clearly put in place measures to ensure approaches are being fairly applied in a consistent and reasonable way allows for inequality, and perceived discrimination to take route.
- 2.171 It is imperative therefore that HR, as the guardians and overseers of these critical cultural framework tools, take action to identify, codify and act on variances and issues that may arise during the implementation of these process.

3 PART TWO: CENTRAL THEMES

This section of the report details and comments on the overriding and fundamental issues that underscore the lack of progress on racial equality at BHCC. Without these being addressed any actions to achieve equality will not be sustainable.

3.1 Highlight:

“An organisation filled with decent people overwhelmed by a lack of process, leadership and courage. With no staff development or career planning of note, lip-service to what is fed back to managers from their employees and a cavalier attitude to recruitment don’t help. Being involved in recruitment and seeing what passes for practice has been an eye opener, and attempts to improve applications from under-represented groups are thwarted by a ‘lack of resources’. Sexuality is addressed in a more convincing fashion but on top of the lack of ethnic diversity, I don’t think we engage applicants from the large ‘council’ estates on the edge of the town, nor the long term unemployed, as well as we ought to.

I enjoy elements of my job....., but do find it a difficult place to work. Bureaucratic, top-down and without accountability/responsibility at the top, and an inability to be decisive or creative in looking forward. Communication is poor and on a need to know basis, and I have at times had to challenge some opinions that have been articulated or have heard disparaging remarks about staff that aren’t helpful”.

These comments from a staff member during our qualitative work summed up much of what we heard. The following are key themes.

DIGNITY AT WORK

- 3.2 Dignity at work refers to a culture of working relationships in which everyone is treated with dignity and respect. An organisation that has dignity and respect embedded in the culture is a mature organisation, where bullying, harassment, discrimination and other forms of offensive and humiliating behaviour are considered intolerable and incidents are at a minimum.
- 3.3 It is one where individuals demonstrate their respect for each other by treating each other as they would like to be treated themselves; and even when this results in someone taking offence, having the emotional competence and maturity to talk about the issues and resolve matters quickly and without the need to resort to officialdom, except if the matter is serious.
- 3.4 A dignity at work policy then, is one that delivers the organisation's respect values by promoting a culture of respect; outlining decent and acceptable behaviour as well as unacceptable behaviour. It sends a message of zero tolerance for unacceptable behaviour and discourages the use of official bullying and harassment procedures (except in more serious cases), by training and supporting staff to deliver dignity and respect. It is not about how to use bullying and harassment procedures; it's about how to reduce the need to use them.

- 3.5 Bullying and harassment is unwanted conduct in working relationships affecting the dignity of employees. Promoting dignity at work is likely to reduce stress and related health problems and absenteeism among those who are both experiencing and witnessing bullying. It is likely to increase positive feelings about their employer and their job. This might be expected to lead to greater willingness to accept change, to learn new skills, pursue high standards of quality through pride in their work, work as a team and so on. Time spent on the promotion of dignity at work approaches is often better in outcomes than time spent on dealing with individual complaints of bullying and harassment.
- 3.6 In spite of the prevalence of work place bullying and the fact that it appears to be on the increase, there is no specific legislation in the UK dealing with the issue. Bullying is addressed through existing employment contract law. There is however a legal remedy for harassment when it occurs within the context of the Equality Act 2012 against people on the grounds of a 'protected characteristic'.
- 3.7 This is important because there is substantial evidence to show that certain groups of people are more likely to experience harassment/bullying in the workplace because of their race, gender, disability, sexuality, age and gender-reassignment for example. Whether bullying or harassment is specifically covered in the legislation or not the courts accept that bullying and harassment is defined in the first instance with respect to the perception of the person experiencing it. That is, it is not whether the conduct was intended on the part of the perpetrator, but whether it was unwanted on the part of the recipient.
- 3.8 The Equality Act 2010 prohibits three types of harassment. These are:
- Harassment related to a 'relevant protected characteristic';
 - Sexual harassment; and
 - Less favourable treatment of a worker because they submit to, or reject, sexual harassment or harassment related to sex or gender reassignment.
- 3.9 A 'relevant protected characteristic' relates to seven of the nine protected characteristics. That is age, disability, gender reassignment, race, religion or belief, sex or gender, sexual orientation. Pregnancy and maternity and marriage and civil partnership are not protected directly under the harassment provisions. However, pregnancy and maternity harassment would amount to harassment related to gender, and harassment because of civil partnership would amount to harassment related to sexual orientation.
- 3.10 This type of harassment occurs *'when a person engages in unwanted conduct which is related to a relevant protected characteristic and which has the purpose or the effect of violating the worker's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that worker'*.

The Picture at BHCC

- 3.11 There is a generally well-crafted Dignity at Work Policy at BHCC. There are some areas for improvement but a stalwart effort was made by a group of concerned people from HR and the staff forums. The problem is that very few people know about it, and even fewer understand what it really means. The energy to make it a reality at BHCC was not forthcoming, so for example, there has been no staff training. The policy has had little impact, but has recently been

reviewed.

"There are 3 key weaknesses in responses (to bullying and harassment)do nothing, go through the motions, use inappropriate sanctions"

"The increasing pressure of work becomes an excuse for bullying to flourish"

"Dignity at work - I don't know what the council means by it. There's been no training on it. I expect it means that everyone treats each other with respect..."

"I read something about it on the Wave, but I didn't know there was a policy..."

"the dignity at work policy was put on the agenda by HR staff but management didn't drive it. There was no big push and no resources put behind it. People still don't know about it"

"Dignity at work is not a very useable term, what does it mean exactly?"

- 3.12 Our data analysis showed that reporting of bullying and harassment at BHCC is relatively low. However, our qualitative work revealed something very different; the vast majority (95%) of participants commented that bullying was a serious issue at BHCC, and we were given examples of serious issues that had not been reported. As a result, we are clear that there is significant under-reporting of the more serious forms of bullying at BHCC, and as employers BHCC need to know about that. There are a number of reasons for under – reporting.

3.13 **Highlight:**

"I have not reported what happened...I saw someone who was really strong being humiliated... reporting bullying makes it worse...I feel very frustrated with the council"

"People need to feel safe to raise the issues. There is a sense of fear if you rock the boat"

"Climate of fear, intimidation, autocratic rule. When we in our team have serious concerns about proposed changes we are often told 'you need to be very careful what you say to the senior managers.' or 'They won't even read that if it doesn't say what they want to hear.' There is a sense that if we annoy the management team our service will suffer as a result. In a time of cuts and fear for jobs this is enough to silence people".

"there is a lot of low level harassment here, bullying and disrespect. People feel uncomfortable and not wanting to lift their heads above the parapet. Everyone knows about it but won't do anything about it, managers don't know how to deal with it, or think that if they do they won't be supported"

"There is a seedy underbelly which has been accepted – there is collusion. Managers don't manage and are bullied themselves by their operatives because the operatives will go to the unions. The unions will threaten to strike and the councillors will intervene because no-one wants refuse and rubbish all over the city..."

"There is a lack of responsibility and a real fear of addressing this. There are no real ownership.."

- 3.14 In summary staff are reluctant to report and challenge harassment because they do not feel confident they will be supported by a robust and fair management response. Staff reported perpetrators of serious forms of harassment being disciplined, but being returned to the workplace to work alongside the complainant. There was a strong sense that there are no

consequences to bad behaviour. Some reported working in a climate of fear, and some managers reported that when they did deal properly with serious cases, their decisions were overturned by more senior managers.

- 3.15 Many of the cases reported to us in interviews, were in relation to harassment on the grounds of sexuality, disability and race. We were concerned about this, because as noted above, these forms of harassment are specifically unlawful under the Equality Act. There is no particular reference to this in the Dignity at Work Policy (other than to note that any acts amounting to unlawful behaviour will be gross misconduct), and as we referred to in Part One above, there is no monitoring of this form of bullying. So, harassment relating to a protected characteristic has not been acknowledged at BHCC as an unlawful act and therefore gross misconduct, and all that comes along with that i.e. potentially dismissal. A strong message of this nature followed up with robust action for breaches may have encouraged people to speak up, especially as most of the complaints of bullying that we heard about related to this.
- 3.16 In contrast, our case study work revealed that a high proportion of the cases that are reported are matters that could/should have been dealt with informally. We concluded that the reason for this is that staff have not been provided with the tools to deal with offensive behaviour, so they use all that they do have, and resort to procedures. There is no behaviour framework at BHCC – that sets unequivocal standards of behaviour, no training, support and development about how to handle matters informally when these standards are breached, or how to identify a serious breach from one that can be dealt with informally.

3.17 **Highlight:**

There is an overuse of the procedures for less serious forms of bullying and harassment and an underuse of the procedures where they should be utilised.

- 2.18 Our case study work also identified inconsistencies in the treatment of cases, particularly those cases where harassment was on the grounds of a protected characteristic. Each case will be different in relation to any mitigating factors and may warrant different outcomes, but what we identified was the same type of case being categorised in the first instance differently. For example, electronic circulation of a racist or sexist or homophobic joke will be gross misconduct regardless. The outcome for the worker under discipline will be determined according to a range of mitigating factors which may include past conduct, the level of offense that the joke could be said to give to any reasonable person, the level of remorse shown by the worker etc. However, because managers at BHCC have not been made aware of the serious nature of harassment on the grounds of a protected characteristic there is this licence to treat this with less vigour than it needs. In addition, not making it gross misconduct in the first instance immediately means any consideration there may have been of possible dismissal is not available to the hearing panel.
- 3.19 A dignity at work strategy needs the right environment to flourish, one that values its people and demonstrates that staff really are an organisation's best assets. Our discussions with staff indicated that there was some considerable doubt about this at BHCC:

“There is a lack of responsiveness to the needs of people rather than policies”

“I don't feel the council invests much in its staff in terms of support and consultation or invests in the ability of its managers to support their employees many of whom see supervision as something they need to do once in a while and not a mechanism to check our welfare, workload

or safety”.

“Management can be very task oriented and the human aspects quite cold”

- 3.20 There is evidently a need for BHCC to refocus on people, and give a higher priority to performance management that is people centred. The new CEO has detailed her plans to refocus on people performance management with the proposal to introduce some management coaching in the area.
- 3.21 There was some considerable criticism about the role of the trades unions in delivering dignity at work and indicating that they could better demonstrate their support for this policy;
“for the unions protecting someone’s job is more important but you can’t protect someone who is bragging about harassment.”
“the trades unions use the procedures to escalate issues, when there are matters that could be dealt with informally”.
- 3.22 The approach some union stewards have sometimes taken in terms of the tone and pitch of correspondence can be seen to have also played its part. We looked at e-mail correspondence as a part of the case work review along with transcripts of hearings. More frequently than might be considered appropriate, it was dismissive particularly with respect to HR staff and on some occasions aggressive.

[Steward]... *‘doing union work here is not a challenge because we always win’*

Irish Staff

- 3.23 During interviews we heard reports from Irish staff relating to derogatory name calling and negative associations (drunkenness for example) aimed at Irish people and we were made aware of the circulation of inappropriate ‘jokes’ about Irish people. Any humiliating, degrading or offensive behaviour that Irish people may encounter as a result of their ethnicity should be treated as harassment on the grounds of a protected characteristic (race), therefore unlawful under the Equality Act 2010 and potentially gross misconduct. This should be emphasised in the policy, to ensure that the status of these ‘jokes’ are properly understood as unacceptable behaviour.

Staff who have English as a Second Language

- 3.24 Another common theme during the interviews and focus groups was the treatment of staff who do not have English as their first language and have discernible accents relating to their mother tongue. A common experience is that colleagues ignore them, dismiss their competence or collude with the prejudice of customers who declare they “want to speak to someone who speaks English” rather than support their colleague. One participant commented of her experience:

“I carried on trying; maybe 25 applications later and on my 7th interview I got a job as an Admin person, undertaking temporary appointments in many offices across the Council. In some offices, people would accept me more easily, and they would demonstrate appreciation when they noticed I was able to work to a high standard. However, in one location, I saw dismay in the manager’s face when she realised I spoke with an accent. I was there only for a week, and she used baby talk with me all the time. Some people just assume we are stupid for the fact that we don’t speak English as the first language, giving us such a hard time”.

3.25 **Highlight:**

Complaining about someone who does not speak English as a first language, but whose English is perfectly discernible is not an uncommon way to express discriminatory attitudes relating to difference on the grounds of ethnicity. It is humiliating and demotivating for these staff to receive this treatment from staff colleagues, but to have to contend additionally with their collusion with customers who are effectively being offensive is unconscionable. It is also harassment and needs to be addressed.

- 3.26 Where a staff member speaks with an accent that means that their English is genuinely very difficult to understand and may be hindering their career progression, then the manager concerned should seek to address this with them and offer development through appropriate language/speech interventions such as elocution. To ignore this development need for fear of being branded a 'racist' is not good management practice and could be viewed as discrimination. However, in many cases this is not the case and this situation provides individuals who want to be offensive with a veiled opportunity to do so. This behaviour needs to be challenged with customers as well as staff members in the same way that harassment/offensive behaviour would be challenged and dealt with.

Dignity at Work – organisational factors for BHCC to consider

- 3.27 **Strong leadership and values:** actions of leaders and senior managers are crucial. They must take the lead in promoting dignity at work, modelling the behaviours they expect from others, tackling bullying and harassment and demonstrating that there are consequences to bad behaviour to show employees they take the matter seriously. ELT should receive regular reports of progress in achieving dignity at work, which will include monitoring reports of the level and type of cases (see below). The new CEO has already made it clear that Respect is amongst the non-negotiable values that she is introducing at BHCC and that this will be underscored by a zero tolerance approach. Leadership is not only about 'positional leaders' it is also about groups or individuals who are seen to have a power base. In this respect the unions can be counted amongst this group and should also reflect therefore the impact they may have in enabling or destabilising the behaviours necessary to embed agreed values.
- 3.28 **Role of Members:** there is a great responsibility on Members to be seen to be part of the process. Internal politics must not be seen to override the operations of the organisation. Organisations work best when there is seen to be a clear separation of duties and accountability between those who oversee the organisation and hold its chief officers to account, and the chief officers who are accountable for the day-to-day operation. Where members are too easily accessed by what are seen by some as '*pressure groups*' (e.g. the forums and unions), it can create an imbalance that will only serve to undermine the process of change required. Blurring of boundaries sometimes occurs with good intent – and seldom delivers an effective outcome. It is therefore important that members are clear about the role they need to play and the leadership challenge they face in enabling the outcomes they have expressed commitment to and that this is understood clearly by all those within the organisation and beyond.

- 3.29 **Zero tolerance:** organisations found to be most successful in dealing with bullying and harassment adopt a zero tolerance approach. This means accepting bullying as an organisational responsibility - as a business essential - and ensuring that an unequivocal message is promulgated backed up by appropriate action, including demonstrating that there are consequences when the expectations of behaviour are not met. Underpinning this is the recognition of the damaging effects bullying and harassment has on productivity and performance.
- 3.30 **Business case:** there are significant costs associated with the failure to deal with bullying and harassment at work and financial benefits to having a zero tolerance approach. The Health and Safety Executive (HSE) estimates that bullying accounts for up to 50% of stress related workplace illnesses, which means that every year, bullying costs UK employers 80m lost working days and up to £2bn in lost revenue. This is in addition to the cost to the targets and the risk to employers that employees will take legal action resulting in adverse judgements, heavy costs and damages, and extremely negative publicity. In addition to the moral case, the business case is compelling. What have been the real costs to BHCC of bullying at work with respect to stress related sickness, compromise agreements, and the reasons why people leave. What are the properties of the business case at BHCC?
- 3.31 **Policies:** these set standards for acceptable behaviour, and unacceptable behaviour. These standards must be non-negotiable, and unequivocal, as must be the consequences of breaches. Policies need to make it clear to individuals what their responsibilities are towards each other. The particular type of harassment that occurs on the grounds of a protected characteristic must be highlighted in policy, how seriously the organisation regards this and how that is translated into consequences for breaches. Policy must stress the importance of early intervention. Early and informal action to resolve complaints and conflict is core to effective resolution. The earlier an issue is resolved the better for all parties concerned.
- 3.32 **Training:** Policies must be backed up by good and relevant training and support. It is all well and good to say to staff that they must behave properly, and resolve their problems informally, but this will have minimal impact without effective training and support to give them the skills and competences to do these things. Training here must be mandatory and interactive to be effective. It must both raise awareness and ensure understanding of dignity at work and what this means at BHCC with respect to behaviour and the policy framework. Therefore, there must be a concentration on the detail of the behavioural standards and the skills to effectively challenge inappropriate and offensive behaviour, as well as how to respond to a challenge; to be able to identify a case that requires formal intervention, one that doesn't and the differences between the two. Manager training needs particular attention as they need additional skills to support their staff in developing and implementing these new approaches as well as ensuring that through performance management these standards are achieved, maintained and developed.
- 3.33 **HR, Trade Unions and workers equality forums:** HR are the guardians of the organisations Respect Value, and they need to be seen to be taking a proactive stance. It is however important that the trades unions and workers forums are also part of the framework to instil this change in culture at BHCC, and are seen to promote the zero tolerance approach. A partnership involving all parties working with the leadership group will yield the best results.

- 3.34 **Long and short term outcomes:** There should be regular quarterly monitoring and reporting of cases of bullying and harassment, and of overall progress in achieving dignity at work to ELT, in addition to the equality monitoring of this (see above). In the short term official complaints of bullying may increase, as staff become more confident and less fearful about using the procedures to report serious cases of bullying. Under-reporting will decrease which means that official reporting will increase. These however, will be reports of the more serious nature. This is not a bad outcome. In the longer term, all reporting will decrease, as staff become competent and confident to resolve their less serious issues informally, as well as the more serious incidents decreasing over time. When these patterns begin to emerge, BHCC should set a target for the reduction of complaints of bullying and harassment.

MANAGEMENT PRACTICES

- 3.35 Not all that came out of the qualitative process was negative about BHCC, its management or the experience of staff. Some staff from minority groups stated that they felt BHCC was a good place to work and while there were not significant numbers of minorities they had not experienced any problems though they had heard about things. Other staff expressed the view that they felt there was clarity around diversity issues in their operational areas. One member of staff stated that management in the operational area had taken the outcome of the staff survey around bullying seriously and acted to facilitate team learning along with supporting staff when issue arose. However it was also clear that staff felt that silo working persisted at BHCC which gave rise to a mixed regime for staff to operate within.
- 3.36 Staff frequently indicated that they believed bullying and machismo¹⁸ had taken root in the culture (as ways of getting things done) with a lack of respect at its core from all sides (managers and staff). The larger proportion of those participating were not in management roles and with the exception of those that were in parts of the organisation where they felt practices were good, the majority of non-management level staff recounted their view that the culture had evident undertones of bullying overlaid with less positive aspects of characteristics ascribed to men (e.g. aggression and non-verbal intimidation) that were practiced by some managers and some colleagues regardless of gender or race.
- 3.37 Staff talked about a lack of management accountability with perpetrators not seen to face consequences and the impact often resting on the 'victim' who in the case of minority staff, was often accused of 'playing the race card'.
- 3.38 There were many concerns about the skill of managers at every level to manage diversity effectively and they were certainly seen as the key weak link in the chain of effective equality and diversity practice. We referred to this in the section on training in Part One, but many participants to the focus groups and interviews commented on the 'fear' that many managers have in managing inclusively and being decisive when faced with challenges around diversity. We also heard examples of management practice that was certainly exclusion and bordering on, if not categorically, unlawful – all through ignorance and fear. In our case study work we identified that poor management skills frequently resulted in grievances and disciplinarys being unnecessarily escalated.

"There are confidence and competence issues around equality and a fear of not being able to

¹⁸ an exaggerated sense or display of masculinity, emphasizing characteristics that are conventionally regarded as male, usually aggressiveness and lack of a considered emotional response - taken from English Dictionary

handle issues well enough”.

“Managers are fearful of diversity, they’re scared they’ll get it wrong and be called a racist or something....there’s no courage around this...”

“People are too scared to challenge racism and the organisation is too scared to manage BME staff”.

3.39 A critical element of a manager’s skillset is their ability to manage diversity in their teams with confidence – to manage inclusively. ‘Managers who manage’ is a well recognised term in the field of managing diversity and refers to managerial capability and competence as an essential factor in managing difference that is, it is the lack of this ability that hinders or creates barriers to inclusive management. Managers skilled at making people feel valued and included will understand how to harness potential and achieve the best from their workforce, whatever the diversity of that workforce. They understand individual motivation, and performance manage their staff with the knowledge that people are individuals with different strengths and capacities. They know how to work with those capacities to the benefit of the individual and team performance. A manager who manages well will manage diversity well.

3.40 **Highlight:**

It is clear that there is a cohort of managers at BHCC who have neither the knowledge and understanding to lead positively on diversity, nor the insight and skills to interrupt, challenge and change inappropriate attitudes and behaviour. Appropriate learning interventions (see above) need to be designed to address this.

3.41 There is no culture of appropriate challenge. Where potentially effective challenge was noted some managers received this as an attack – with the consequence that the fear and uncertainty noted were exacerbated and embedded still further in the organisation.

3.42 It is also interesting to note that, because the organisation is for many a good employer, staff turnover at middle and senior manager levels is less than one might expect. This brings stability, but it also brings risk in terms of accepted norms that elsewhere would be considered unacceptable. The one level of managers where change has been most common is at the most senior level and there is evidence to suggest that these forces of ‘embedded culture’ prevented some of the opportunities this new management team could have offered from succeeding.

3.43 Organisationally people issues appear to be side-lined. Trust remains a critical issue generally and in particular for some corporate service departments and, organisationally employee issues were not seen to be championed.

3.44 What were considered to be generally good and/or excellent people policies and procedures designed by HR/OD had not been given sufficient priority and profile within the organisation and had therefore not been validated by those who are required to apply them or are subject to them.

3.45 In general it was felt that the bad practices over-ride the good which left staff that experienced what they considered to be good management fearful of leaving their current environment and therefore career development was felt to be stifled.

PERFORMANCE MANAGEMENT

- 3.46 As part of the qualitative work we asked people what they felt would help embed a change and the most often mentioned was a more effective performance management framework.
- 3.47 'Armstrong and Baron¹⁹ define performance management as 'a process which contributes to the effective management of individuals and teams in order to achieve high levels of organisational performance. As such, it establishes shared understanding about what is to be achieved and an approach to leading and developing people which will ensure that it is achieved.' They stress that performance management is 'a strategy which relates to every activity of the organisation set in the context of its human resource policies, culture, style and communications systems'. This means that it is not a singular process and encompasses a range of activities and practices within organisations.
- 3.48 Staff often commented how they had not had 1-2-1s; that there were not regular team meetings; that where appraisals were done in most cases they were not referred to as part of on-going supervision. There was a lack of clarity about what objectives people had and there was most definitely no reference to equality and diversity and/or competence as part of performance.
- 3.49 This is not to say that BHCC does not have a formal performance appraisal process. However understanding is limited to the once a year meeting that appears to be unsatisfactory for both managers and staff.
- 'people should know what the job is and should get on a do it; appraisal is just more paperwork....'*
- 3.50 Key to the success of an effective performance framework is clarity about what is meant by performance and an understanding of where BHCC needs to be in its performance culture, and should include team meetings, staff briefings and more informal approaches. There should also be a focus on the part played by those involved, the link into organisational priorities and expected behaviours arising from BHCC value base.
- 3.51 Core to how all this fits together will be the role played by managers if change is to embed effectively, and in this respect their skill in coaching staff and their ability to use process effectively will be critical.

3.52 **Highlight:**

To make sure that the performance appraisal takes account of diversity issues, clear objectives should flow through from the overall aims identified in the corporate plan and the People Strategy. There should be levels of delivery reflected in the process from expectations around how it is driven in the objectives of managers and HR staff to front line delivery in the engagement with customers. This should be followed up during the year as part of the routine of supervision; (best practice suggests that performance objectives should be reviewed quarterly).

¹⁹ ARMSTRONG, M. and BARON, A. (2004) *Managing performance: performance management in action*. London: Chartered Institute of Personnel and Development

LEADERSHIP

- 3.53 The most common theme in our focus group and interview work was 'lack of leadership'. This was felt to be from all levels of management.
- "There's a real lack of leadership, no responsibility and lack of courage to deal with the issues"*
- "From senior management, no one has inducted people properly or shown a different way, there has not been training in people skills and bullies have been promoted"*
- 3.54 It was clear that staff felt that the organisation had been rudderless for some time, BHCC having experienced considerable change in executive level staff over the last 5 years. Staff felt that there had not been a clear, unequivocal message from all of the leadership (CMT and above) about the priority of equality and diversity, the importance of eliminating discrimination, and the unacceptability of all forms of unfair treatment. Leaders had not led 'from the front' on diversity and set the tone for the rest of the organisation. Staff also reported that they had not seen evidence of behaviours at the highest levels which they believed would support best practice in equality and diversity despite managers at CMT level in particular having long term service and therefore considered to have been aware of the issues for some time .
- 3.55 Also pervasive in the culture of BHCC is 'internal politics'. This exists in every organisation, but staff in BHCC clearly believed it led to 'protectionism' amongst managers which meant that *"Everything you did had to be on message....."* and resulted in situations escalating rather than de-escalating. Tensions were heightened further because all too often Members would become involved in operational matters that would have been better dealt with locally.
- 3.56 This has the doubly negative impact in that Members are then seen to take an inappropriate role that undermines managers and removing managers' accountability for their own actions in the operational delivery of equality and diversity outcomes. This had created a high level of scepticism within the BHCC workforce that things could ever change for the better.
- 3.57 However, during the course of this study, we witnessed a dynamic change in the mood of staff following the appointment of a new CEO. The organisation was buzzing with optimism and hope as news circulated about her performance during the open interview aspect of the CEO recruitment process. She had made her beliefs in the business case for diversity crystal clear and her performance demonstrated a zero tolerance to inappropriate behaviour. She represents a fresh start which was visible to those staff who were involved in her recruitment process.
- 3.58 As she has taken her place in the organisation, she has built on this further by demonstrating her approach as a responsive and visible leader by 'walking the shop floor' on a Listening Tour through the organisation. She has used that experience to help in her plans to build on the strengths of BHCC to take the organisation forward, and she has since been promulgating messages about these plans – key to this is a set of values to underpin behaviour. The scene has been set – the ground has been prepared for the seeds of change to take root and grow at BHCC.
- 3.59 It now just needs the visible commitment of the ELT and even more critically the managers who make up the CMT to ensure that those seeds are effectively nurtured. The new CEO cannot deliver this alone - her leadership and management teams have the operational responsibility to ensure that this vision for change becomes reality. The key message here is that there is an opportunity now for a fresh start; there were errors involving all levels at BHCC in the past, but

there is no place for, and no point in, allowing the 'blame culture' - reported as an undercurrent at BHCC - to overshadow and infect the positive energies that are evident and necessary to deliver the transformation.

- 3.60 There are four key elements to the new approach for BHCC: Purpose, Ambition, Values and Priorities. We refer in more detail below to values, but one of the priorities is Modernising the Council. One of the key principles underpinning this is the introduction of four leadership domains which are for everyone and which require accountabilities to be clear from the CEO downwards. These domains are Accountability, Delivery, Working Together and Personal Impact. Together they form the centre of an organisational development framework which link the domains to six organisational values – Respect, Collaboration, Efficiency, Customer Focus, Creativity and Openness.
- 3.61 Work is now commencing to define those values at BHCC and translate them into meaning and to begin the conversation on what behaviours are needed to live the values. A behavioural framework will be finalised to which will be linked individual performance and a development programme will be introduced which will assess individual development needs and provide development and support to meet the new requirements. We examine this in more detail below with a focus on diversity.

VALUES

- 3.62 The focus group sessions and interviews revealed that BHCC did not have a framework of values that staff felt able to relate to. When asked, most staff stated that BHCC did not have any organisational values, others quoted the corporate plan priorities or the aspirations of the People Strategy. It was evident that values were not driving behaviour in any significant way, though work had been done by HR staff sometime ago in defining a set of organisational values and an approach to bedding them in; however this was not endorsed within BHCC at the time.
- 3.63 Organisational values can be defined as 'beliefs in action'. Their function is self-evident – they are not a set of 'pretties' to be adopted and placed in a high place and bought out when the need arises and replaced after use. They are to be seen, felt, and experienced by everyone (members, staff, customers, clients, partners, agents) who has any kind of relationship with the council. Therefore, the organisation (the community of people who drive the BHCC vehicle) must demonstrate them in everything that they do. They are to be lived and found within the organisational DNA. They form the basis for describing how people should and will experience engagement with an organisation.
- 3.64 We are enthused by these values for BHCC, because at their essence – some more obviously than others – is the means to deliver the organisations equality and diversity agenda. These values relate to valuing diversity. Embedding equality and diversity is the long term and key objective of all equality programmes. Enshrining the means to achieve that in the genetic material of an organisation has got to be fundamental.
- 3.65 The next stage is to translate these values into behaviours so that they are tangible and can be measured. They will become behavioural competencies. The organisational competencies will be cascaded down and through the organisation (converted as necessary) to departmental competencies, team competencies, management competencies and individual job/grade competencies. They will be found in the organisation's competency framework and/or the person specifications of all jobs so that they can be recruited for, and performance managed.

This is true mainstreaming of equality.

3.66 To that end we propose the following for BHCC to consider in their work to define those values as behaviours, with a particular focus on the Respect value:

RESPECT

The organisation, teams and individuals who demonstrate this competency will:

- Sense other feelings and perspectives and take an active interest in their concerns;
- Be attentive to emotional cues and listen well;
- Show sensitivity and understand others' perspectives;
- Help out based on understanding other people's needs and feelings;
- Demonstrate the capacity to accept the relativity of one's own knowledge and perceptions;
- Show a tolerance for ambiguity;
- Demonstrate the capacity to appreciate and communicate respect for other people's ways, backgrounds, values and beliefs;
- Have the capacity to demonstrate empathy;
- The capacity to be flexible;
- Examine their own behaviour, styles, belief and attitudes;
- Consider their own feelings and reactions to people;
- Be welcoming and inviting, wanting to know their colleagues;
- Try to see things from other peoples' perspective;
- Challenge accepted practices;
- Act as a role model;
- See diversity as an opportunity, creating an environment where diverse people can thrive;
- Challenge bias and intolerance;
- Accurately read key power relationships;
- Detect crucial social networks;
- Accurately read organisational and external realities;
- Know which emotions they are feeling and why;
- Realise the links between their feelings and what they think, do and say;
- Recognise how their feelings affect relationships and performance;
- Have a guiding awareness of values and goals;
- Manage their impulsive feelings and distressing emotions well;
- Stay composed, positive and unflappable even in trying moments;

- Think clearly and stay focused under pressure.

COLLABORATION

The organisation, teams and individuals who demonstrate this competency will:

- Cultivate and maintain extensive informal networks;
- Seek out relationships that are mutually beneficial;
- Build rapport and keep others in the loop;
- Balance a focus on task with attention to relationships;
- Collaborate, sharing plans, information and resources;
- Promote a friendly, co-operative climate;
- Spot and nurture opportunities for collaboration;
- Model team qualities like respect, helpfulness and co-operation;
- Draw all members into active and enthusiastic participation;
- Identify barriers to inclusion and remove them;
- Build team identity, team spirit and commitment;
- Protect the group and its reputation; share credit.
- Ensure open communication, setting explicit norms and expectations, and confronting under-performing team members;
- demonstrate a drive to improve, paying attention to performance feedback and learning to do things better;
- Demonstrate self-awareness, in the form of evaluating their strengths and weaknesses as a team, and their relationships with others;
- Take initiative and taking a proactive stance toward solving problems;
- Demonstrate self-confidence as a team;
- Show flexibility in how they go about their collective tasks;
- Have organisational awareness, in terms of both assessing the need of other key groups in the company and being resourceful in using what the organisation has to offer;
- Build bonds with other teams.

EFFICIENCY

The organisation, teams and individuals who demonstrate this competency will:

- Act ethically and be above reproach;
- Build trust through their reliability and authenticity;
- Take principled stands, even if they are unpopular;
- Meet commitments and keep promises;
- Hold themselves accountable for meeting their objectives;

- Be organised and careful in their work;
- Be results orientated, with a high drive to meet their objectives and standards;
- Set challenging goals and take calculated risks;
- Pursue information to reduce uncertainty and find ways to do better;
- Learn how to improve their performance;
- Readily adjust their priorities to meet larger organisational or team goals;
- Find a sense of purpose in the larger mission;
- Use the group's core values in making decisions and clarifying choices;
- Actively seek out opportunities to fulfil the BHCC's mission.

CUSTOMER FOCUS

The organisation, teams and individuals who demonstrate this competency will:

- Understand the forces that shape the views and actions of clients, customers and partners;
- Understand customers diverse needs and match them to services and products or as appropriate develop services and products to meet needs;
- Seek ways to increase customers' satisfaction and loyalty;
- Gladly offer appropriate assistance;
- Seek to engage customers and stakeholders in the decision making processes of the business as appropriate;
- Grasp a customers' perspective, acting as a trusted advisor.

CREATIVITY

The organisation, teams and individuals who demonstrate this competency will:

- Seek out fresh ideas from a wide variety of sources;
- Entertain original solutions to problems;
- Generate new ideas;
- Take fresh perspectives and risks in their thinking;
- Smoothly handle demands, shifting priorities and rapid change;
- Adapt their responses and tactics to fit fluid circumstances;
- Be flexible in how they see events;
- Be ready to seize opportunities;
- Pursue goals beyond what's required or expected of them;
- Cut through red tape to get the job done;
- Mobilise others through unusual, enterprising efforts;
- Persist in seeking goals despite obstacles and setbacks;

- Operate from hope of success rather than fear of failure;
- See setbacks as due to manageable circumstance rather than a personal flaw.

OPENNESS

The organisation, teams and individuals who demonstrate this competency will:

- Be aware of their strengths and weaknesses;
- Be reflective- learning from experience;
- Be open to candid feedback, new perspectives, continuous learning, and self development;
- Show a sense of humour - not take themselves too seriously;
- Be honest and demonstrate the humility to acknowledge what one does not know;
- Have integrity and live personal values;
- Ensure transparency – removal of barriers and smokescreens – limit ‘spin’;
- Share information and knowledge to ensure inclusion and good decision making;
- Admit their own mistakes and confront unethical actions in others.

SUMMARY AND CONCLUSION

- 3.67 There is a well-crafted Dignity at Work Policy at BHCC, but the energy to make it embed it in the organisation did not follow the design of the policy with the result that few people know about it or understand what it means. The policy has recently been reviewed.
- 3.68 There is significant under-reporting of serious forms of bullying and harassment at BHCC, particularly that which occurs on the grounds of a protected characteristic under the Equality Act 2010. Coupled with this, there is an overuse of procedures for less serious forms of harassment and bullying, mainly because there is no value and behavioural framework to provide staff with the skills and tools to tackle less serious cases informally.
- 3.69 Irish staff have been subject to harassment via the electronic circulation of inappropriate ‘jokes’ about their ethnicity and staff who have English as a second language have been subject to a particularly insidious form of harassment relating to their accents.
- 3.70 BHCC need to consider a number of organisational factors in applying a remedy to the situation – leadership and values, zero tolerance, the business case, policies, staff support and training, the role of HR and the trades unions and long and short term outcomes.
- 3.71 Prior to the appointment of the new CEO, staff at BHCC felt frustration at what they described as a lack of leadership generally and in particular with respect to equality and diversity. There were no standards set and models to follow. The new CEO has brought a dramatic shift in staff perspectives with hope and optimism for the future. She has demonstrated her belief in the business case for diversity and given clear messages about zero tolerance for harassment and bullying. A set of organisational values are being established – Respect, Collaboration, Efficiency, Customer focus, Creativity and Openness. Managers at all levels need to ensure this vision translates into reality.

- 3.72 Effective performance management is an essential foundation stone for delivering change and for bedding in key behaviours. This framework is not subscribed to at BHCC and is not championed as a key business tool.
- 3.73 It is clear that not all staff experience BHCC or their managers and colleagues in a negative way. There were reports of good management practice around issues such as bullying, and a number of staff reported positive experiences in relation to their employment with BHCC.
- 3.74 Nevertheless, poor management practices were evident and were seen to be the root cause of negative impacts for BME staff (disproportionately), but also for LGBT, disabled workers and women.

4 PART THREE: THE WAY IT NEEDS TO BE

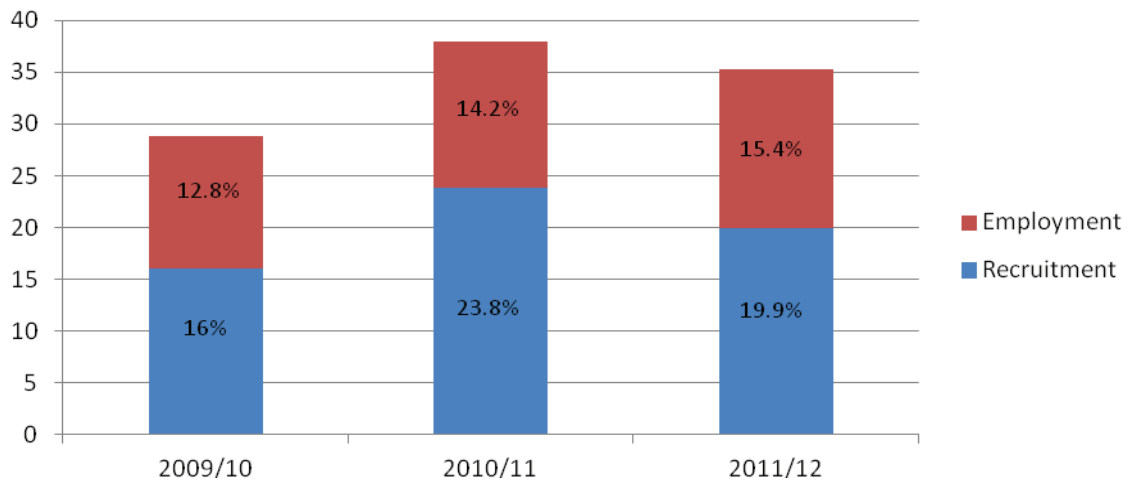
This section of the report contains the raft of recommendations from the study, commencing with the data analysis and policy review, and finally the central themes.

RECOMMENDATIONS DATA ANALYSIS

Increase the responses to the ethnic origin question

4.1 A reliable analysis depends upon a good body of data. The higher the response rate to equality monitoring questions, the better the built profile and subsequent planning to address anomalies and /or inequalities. In the recent past, this could not be said to be the case at BHCC.

Table 20: BHCC % of non-disclosure to the ethnic origin question



4.2 The table above shows that in respect to staff employed at BHCC the position has been getting worse. The data for employment also shows that the level of non-response has been concentrated in staff at the more junior grades in the organisation. In the most recent year – 2011/12 - the proportions for ‘unknown’ ethnicity across the grades was:

Table 21

Scale 6 and below	SO1 – M9	M8 and above
22.3%	11.5%	10.2%

4.3 In addition, in the response to the Freedom of Information request initiated by the BMEWF in May 2012, BHCC revealed that 27.5% of staff at Scales 1-3 did not complete the ethnic origin question for data collected at 21.5.12. Also, for people subject to discipline in this year 22% did not provide the information. One would ask why this is the case when a disciplinary enables (through increased contact) opportunities to ensure this information is collected. It may reveal a lack of commitment or lackadaisical attitude to equality monitoring at BHCC.

- 4.4 For comparison, Tameside Borough Council has a similar ethnic workforce profile to BHCC – 4% of their staff are from BME groups. In their employment monitoring report for March 2011 they bemoan the fact that they had been unable to collect ethnicity data for 4.2% of their staff – obtaining a collection rate of 96%. Throughout 2010/11 they made particular efforts to raise the proportion of staff with ethnic origin data available. Their HR Support Team are provided with a monthly list of staff for whom no equality data exists, in order to focus their attention in addressing any gaps. In recruitment 99% of applicants complete the ethnicity question when applying for posts at Tameside. They attain this high level by ensuring that the online process for applications (which is an increasing vehicle for job applicants) limits the possibility of applicants failing to disclose their ethnicity.
- 4.5 In our view the non-disclosure figures at BHCC are unnecessarily high. Whilst BHCC are obliged to ask the questions, staff are not obliged to respond. But, as employers they can have some considerable influence over the rate of completion of the ethnicity data request. For example, providing evidence of how equality monitoring data has been used in positive ways will encourage responses. Promotion, instilling confidence and applying vigilance are all within their gift as employers, and they need to address this as a priority. We understand that very recently BHCC have increased their efforts here.
- 4.6 This study is focused on race equality outcomes. However, any approach to increase the levels of response to the ethnic origin question, should take the opportunity to address other equality areas where the response levels are also low. Whilst we have not examined this closely, our perception is that the response rates for sexuality, gender – reassignment and disability could improve. In this regard the other staff forums (Disability Workers Forum and LGBT Forum) should be specifically included in addressing the collection rates for other protected groups.
- 4.7 In the strategic action plan to achieve the recommendations set out in this report (see below Part Four: Making it Happen) BHCC should prioritise the objective of increasing the level of responses to equality monitoring in HR processes. Staircase the route to attainment over time to achieve 100% disclosure for all protected groups where equality is monitored at BHCC and detail the following actions:
- Involve staff in the Communities and Equality Team and the staff forums in the strategic approach to this. In particular address with them appropriate ways to encourage increased disclosure for disability, religion and the more challenging areas of sexuality and gender re-assignment;
 - Engage with the Communication team at BHCC to develop a strategy aimed at all staff but with a particular focus on junior staff, to promote and encourage equality monitoring, using all available media, such as the Wave, staff newsletters etc. Ensure that the messages address data protection concerns, and informs staff why the data is necessary and what will be done with it. It is also essential to ensure staff are aware of BHCC’s renewed focus on diversity, inclusion and equality, particularly around race and other areas such as disability, that are perceived to have not been high profile previously;
 - Brief all managers about the priority and expectations that the target to increase disclosure will be met and their role in contributing to that. Encourage them to engage with their staff on the issue– at team meetings, in one to ones – and provide them with

the tools that they may need to respond to staff concerns and instil confidence;

- Include a session on equality monitoring in relevant training courses, such as induction, recruitment and selection, and diversity training in all forms and at all levels (that is awareness, managing diversity, equality analysis or impact assessments, bullying and harassment, community engagement, dignity at work etc.);
- In recruitment – for online applications explore limiting the possibility of non-disclosure to the equality monitoring questions. Our discussions with the HR team at BHCC revealed that there is some concern that the online process discourages a number of people in the Brighton and Hove locality from applying for jobs at BHCC, people with learning difficulties and people without access to online facilities for example. As a result they are seeking to engage more directly with potential applicants through liaison with community organisations and employment services. Any engagement of this nature should include a full explanation about equality monitoring and encourage disclosure in applications;
- Provide relevant HR staff with monthly lists of people who have not disclosed their equality data in order for them to follow these up and bridge the gaps. Provide briefings to the staff concerned to give them the necessary tools to do this sensitively and effectively;
- Monitor progress closely against the action plan. Be alert to any barriers to achievement and the potential for challenges and address them quickly.

Establish Equality Targets

- 4.8 The following commitment is enshrined in BHCC’s Equality and Inclusion Policy 2012 – 2015
“We will strengthen our employment monitoring and use it to continue to improve the diversity of our workforce at all levels to ensure that we reflect the communities we serve..”
- 4.9 The subtext to these reads... *“We will use this information to identify appropriate targets and areas for action”*. The Equality Framework for Local Government Peer Challenge review that took place in January 2011 highlighted...*“monitoring of the workforce profile is not being comprehensively compared to an up to date community profile to identify targets and areas for action...”*
- 4.10 Any analysis of recruitment and employment statistics is hampered when there are no equality targets for comparative measurement and to make sense of the data. An equality target is not an absolute, rigid figure that must be attained regardless – it’s an aspirational quantity. It is simply a tool that identifies what equality looks like by reflection of the local community profile in the relevant field. For HR/employment purposes for race equality, the relevant field is availability for work or economic activity.
- 4.11 The community profile for our purposes is ethnicity, so the race equality target will be the measure of economically active people in the travel to work localities for BHCC who are from BME communities. In 2011/12 we estimate this figure to be 10.3% of all economically active people in the Brighton and Hove locality only (not including travel to work areas). The extent to which the reality (the proportions of people applying for work and subsequently employed by the council with respect to ethnicity) falls short of the target will be the measure of inequality.

To redress this the employer must first of all make an assessment of why there is this profile of under-representation – what are the economic and related (such as educational attainment) characteristics of the local community in question? To what extent do their recruitment and employment processes disadvantage BME people locally? Given the answers to that and other related issues, how tenable is this position?

- 4.12 The employer may then develop a plan to address under representation of this community over time by using a range of (lawful) methods, which may include positive action – specific encouragement aimed at the under-represented group, exclusive training and development etc. until the target (which may be shifting) is met. The principle of targeting will be used throughout employment processes from this ‘big picture’ local community measure through to base line indicators (as we have used above) for the internal measurements, such as grievance and discipline, promotion and training etc.
- 4.13 BHCC have not established any equality targets for recruitment and employment. Local economic activity/labour force data can be obtained from the ONS. But ONS data will reflect national census ethnic categories and is not likely to be fine-tuned to reflect the specific local communities. However, these measurements around the census categories must still be made. A large employer of local people, providing services to local people, such as the local authority will want to ensure that their specific ‘flavour’ of local communities is reflected in these measurements. To that end the HR department will need to develop additional categories that reflect the major communities in the city and use this increasingly. They can start to do this by identifying the ethnic groups that applicants and staff specify under the ‘other please specify’ areas of the set of ethnicity questions.
- 4.14 The dichotomy here is that for communities and services BHCC actually do this, but the HR department do not. This is one example of why closer working relationships between HR and the equality team in the council is so important – sharing this information and working together to develop the best way to attain it and work with it as a whole organisation is critical. This is particularly important as the Communities and Equality team have a specific relationship with the City Inclusion Partnership (CIP) – a vehicle for statutory partners in the city to work together on equalities issues. One of the commitments in their Equality and Human Rights Charter is monitoring and using data, and they have proven to be effective in equality mapping across the city by sharing equalities data, signposting to data access and discussing and understanding where partners lack data. There is in addition an employment commitment in the charter and an HR group in the CIP.
- 4.15 BHCC is not just an employer of people delivering its local services. It is a very visible large employer of local people; and people from local communities who are not represented amongst its workforce will feel this exclusion acutely and question the democratic values of a council that excludes in this way. The only way that this commitment to reflect local populations in employment can be attained is for relevant teams to work collaboratively to do this. BHCC should address the following in their action plan:
- Establish an overall equality target to measure recruitment and employment against the local community profile. Liaise with colleagues in the Information and Economic Development teams to identify appropriate economic activity levels in the relevant travel to work areas from local ONS/labour force data;
 - Work with colleagues in the Communities and Equality team to improve information

about the specific ethnic groups represented in the city. Ensure that the council's HR equalities objectives are understood and supported by the CIP, and explore the possibility of HR representation on the CIP.

- Develop additional ethnic categories over time to reflect the largest of these communities and to fine tune the approach to reflecting local communities in employment;
- Use targets/baseline indicators throughout HR equality monitoring to capture internal HR processes.

Include 'white other' as a specific category for monitoring of BME issues

4.16 The following comment was made by a member of staff who categorised themselves as 'white other':

".....People in general had a nice approach, but there was no way to escape the eventual racist comment from individuals, such as talking against "foreigners who take working opportunities from citizens" - I simply didn't feel confident enough to challenge that attitude.

We came to this country in compliance with the laws; my husband and I are serious workers and we thought it would be a good experience for the family to come here for a length of time. As a consequence of such injurious attitudes we feel compelled to prove ourselves all the time; we have always had to do much more than the ordinary citizen to be accepted on not quite the same terms.

We can't help feeling exploited and on a few occasions I deeply regret moving here. I have never been confident even to join the union. I don't trust them to help me in case I receive unfair treatment. I'm afraid people will simply turn to me and say "go back to the place you came from. We allow you to work in this country, what else do you want?"....."

4.17 BHCC do not address the equality outcomes for staff who have categorised themselves as 'white other'. This is important as they not only constitute the same proportion of staff as the BME workers but in many of the HR processes, particularly in recruitment, their outcomes are very similar. Our focus group work that included Eastern European staff revealed that poor English language skills often resulted in a lack of confidence amongst this group, and also a high level of people in posts that they are overqualified to do. Whilst 'English as a Second Language' training interventions are provided for many Polish workers, the staff from these communities in our focus groups indicated that there was a need for this training to be tailored to specific needs with respect to levels/competence in conversational English, and that these sessions would be best delivered by trainers who speak their mother tongue.

4.18 In recognition of poor equality outcomes for 'white other' staff the BMEWF include them in their definition of BME. As there is no sensitising of this category to reflect what 'white other' means locally we consider - from the communities information at BHCC and anecdotes during this study - that 'white other' constitutes a large proportion of Eastern European people (particularly Polish), Portuguese and Gypsy communities. Our **recommendations** here are that BHCC should:

- Include 'white other' as a specific and separate category for monitoring race equality;
- Fine tune over time (and further to the work to improve information about employability

of these groups) the set of ethnic categories to specify the appropriate 'white other' groups;

- Provide ESL training for relevant staff to meet the different levels of competence in conversational English. As far as possible, use trainers who speak the mother tongue of the participants; with the training being provided as part of the paid working day.

Increase the areas for equality monitoring and include casual and agency staff

- 4.19 BHCC provide ethnic monitoring data for applicants applying, shortlisted and appointed to posts, current employees and the grade and department of those employers, limited areas for grievance and discipline and exit. For over 25 years it has been good practice in employment to monitor the grades that applicants for jobs apply for and are appointed to, promotion/progression and training and development. This along with the categories that are monitored by BHCC would make up the basic and standard set of reports for equality monitoring.
- 4.20 Over more recent times many organisations have developed more sophisticated areas for monitoring to include appraisals, pay, full and part time appointments, grievance and discipline and exit information for harassment because of a protected characteristic and discrimination, and exit information relating to the quality of the work experience, such as poor working relationships and people feeling excluded or that they did not 'fit'.
- 4.21 The matter of ethnic monitoring of the grades that people are applying to and attaining, promotion, training and development are especially pertinent to BHCC. The data analysis shows an under-representation of BME people at the most senior levels in the council and an over-representation of them at the most junior levels. This has been the status quo for the past three years and very little action has been developed to address it, and what action has taken place such as involvement in PATH has not addressed the under-representation at senior levels. Coupled with this is the fact that the workforce at BHCC is shrinking, and most of the recruitment that is now taking place is happening through internal moves, which will include promotions.
- 4.22 The opportunity therefore to address under-representation through positive action measures to bring new BME people in is limited. Within this context, ethnicity information about internal training and development and promotion must be essential. BHCC needs to understand the training and development needs of its staff by ethnicity and who is accessing career development opportunities and succeeding and ultimately benefiting from that intervention; whether or not BME staff are presenting for promotion and the results of their efforts, and act on any worrying patterns that may emerge.
- 4.23 The second issue is the very basic level of monitoring that occurs for casual and agency staff, 21% of whom come from BME and 'white other' communities – it really is an important area for monitoring. They should enjoy the same level of attention as their contracted colleagues and we would recommend that BHCC address this.
- 4.24 BHCC enter into a high level of compromise agreements and is reported to have one of the highest levels of compromise agreements amongst local authorities in England. There is no equality monitoring of these agreements but anecdotal reports from BME staff are that BME people are disproportionately represented amongst the number in that they believe that there is

a tendency at BHCC to 'pay their way' out of discrimination and harassment claims.

- 4.25 All information should be available by grade and by department so that each Head of Service can be provided with the picture of equality within their sphere of influence. This is ensuring that the responsibility for achieving equality is shared across the council and they can take whatever management decisions that they feel is necessary as a result of the information that they have. This also improves BHCC awareness of what is happening in different parts of the council, and enables HR to make appropriate interventions as necessary. The following are **recommendations**:

BHCC should monitor all areas by grade and department, and extend their existing ethnic profile reporting to include as a minimum:

- The grades that applicants apply for and are appointed to in recruitment;
- Who applies for different kinds of training opportunities, who takes up training and who successfully completes their interventions and if training leads to promotion;
- Promotion and progression;
- Performance management – appraisals;
- Grievances that are raised due to harassment and discrimination that has occurred because of a protected characteristic;
- Discipline on the grounds of harassment and discrimination that has occurred because of a protected characteristic;
- Exit because of bullying/harassment and discrimination that has occurred because of a protected characteristic;
- Exit on the grounds of the quality of the work experience;
- Compromise agreements;
- All non-contracted casual and agency staff in all the employment processes by head count as well as contracts awarded.

Maintain a dialogue with individual Heads of Service on departmental diversity performance

- 4.26 BHCC maintains data with respect to the diversity profile of staff in all departments. This enables regular reporting to Heads of Service, and an audit of departmental performance in a range of areas. Continual dialogue with departments about equality and diversity in their teams is critical. Early intervention when worrying trends begin to emerge can ensure that remedial action is put in place to reduce the risk of inequality and disadvantage. Likewise good practice and innovation can be identified and promoted through the organisation and to other teams. We **recommend** the following:

- Present quarterly diversity management reports to Heads of Service and departmental management teams that comprise all the areas of record keeping;
- Engage with Heads of Service annually to discuss their diversity/equality performance;
- Address areas of concern with Heads of Service immediately that worrying trends begin to emerge;
- Assist these departments to plan remedial action and jointly monitor progress to

attainment;

- Engage with the CMT around organisational trends and develop with them consistent approaches to action and resolution;
- Note good practice and innovation and promote this across the organisation using appropriate media including the Wave.

Keep grievance, discipline and dismissals under scrutiny

4.27 The numbers relating to grievance and discipline are very small, so probably not statistically robust. They do however reveal some worrying trends around capability and bullying and harassment, and BHCC need to maintain a vigilant approach to this data set. Of particular concern is that these trends have been present prior to 2009 and persist. Monitoring of harassment and bullying because of a protected characteristic (see above) will reveal more specifically levels of racial harassment at BHCC. Also other recommendations on Dignity at Work and bullying and harassment (see above) should also go some way to addressing this. The level of dismissals of BME staff in comparison with others has also been concerning. We strongly **recommend** that this is kept under scrutiny and the reasons for these outcomes examined.

Bangladeshi Staff

4.28 The position of Bangladeshi staff at BHCC needs further examination. The numbers are very small but the trend is concerning. We make the following **recommendations**:

- Interrogate recent recruitment information to ascertain the experience of Bangladeshi applicants during recruitment;
- Liaise with the Bangladeshi community on their recruitment experiences at BHCC. Address the issues and remove the barriers;
- Examine the reasons for the position of Bangladeshi staff at BHCC;
- Keep under scrutiny the employment outcomes for Bangladeshi staff.

Exit Interviews

4.29 We have already recommended that exit monitoring data should include the quality of the work experience. But it is also clear from the focus groups and interviews that we conducted as well as the data sets, that exit interviews are not completed systematically at BHCC. A good bank of data in this area depends on the efficiency of the process to collect it, and this is not occurring. As well as the equality considerations, it is important that BHCC understand why people leave, and how they feel about their experience of working with the council. This is important feedback. We therefore make the following **recommendations**:

- Review the exit interview process to ensure that guidance to managers includes exploring the work experience and any negative content with respect to bullying including harassment and/or discrimination that may have occurred because of a protected characteristic;
- Ensure that staff are reassured that the content of the exit interview will not negatively impact any references to future employers from BHCC;
- Promote exit interviewing amongst managers and staff, and set a target to increase the numbers provided to HR over time.

- Offer staff the opportunity to complete an on-line or hard copy version of the exit interview which they can return to HR themselves. Staff may wish to comment on issues and experience that have to do with the managers or which they may not want to express in an open forum. It is for BHCC then to decide on the validity of the comment but can be insightful in terms of highlighting areas where there might be particular issues.

Dedicated resource in HR to carry out equality monitoring

4.30 A renewed approach to equality monitoring will require a dedicated resource to carry out the function. This need not be a new post, but a specific brief for someone (probably the person who normally carries out statistical management reporting) to be tasked with establishing an appropriate system, ensuring that it works and documenting the process/methodologies as a 'how to' guide to sustain the BHCC approach, and ensure consistency regardless. It is important that there is honest and intelligent and regular (quarterly) reporting; that there is regular analysis and early alerts to potential problems.

4.31 The data needs to be manipulated to enable it to be examined in different ways. The reasons behind the presentation of particular patterns/trends need to be explored and understood. Management reporting here must be clear and intelligible. Conclusions should be presented using the most appropriate but captivating and compelling methods and techniques – graphs and illustrations that can present important messages powerfully and clearly. The HR team need to understand what managers/leadership need to know, and then tell them that, plainly and lucidly. The power that the data has to drive change must be appreciated and exploited. Our **recommendations** here are as follows:

- Ensure a dedicated resource to be responsible for equality monitoring management reporting and to establish an appropriate system that facilitates quarterly reporting and that is effective. In the case of BHCC's self-service system mandatory training for managers, and where staff are also inputting details, mandatory training for staff in the appropriate use of systems. The quality of information coming out is only as good as that going in and recent studies have shown that something like 40% of new managers do not engage with organisational systems because of poor initial induction. Consequently, there should be a systems induction programme for new staff and programme developed to capture current staff.
- Document the analytical techniques and processes in a 'how to' guide so that a consistent approach can be sustained;
- Ensure the individual responsible has the necessary tools (skills and IT) to carry out the function. Provide appropriate training if necessary;
- Review the current IT arrangements and address the inefficiencies in the system. Ensure that the technology is fit for purpose and can produce the reports that are needed.

Address the deteriorating levels of BME people both applying for jobs and being recruited to the council

4.32 BME and 'white other' people have been applying for jobs in the council in greater proportions to the relative rate of their economic activity in Brighton and Hove. Whilst still high, their proportions of applications to the council have been falling. For BME people the highest level of applications from the community was in 2010/11 where they represented 15% of job

applications. This would seem to correlate with some community liaison work that was carried out by staff in the HR team during the same period, to encourage applications from a wider section of the community.

- 4.33 Notwithstanding the agenda to reduce staffing levels in the council, it is important that BHCC understand what is happening in the community to produce this falling rate, particularly as a higher level of applications has not produced a corresponding high level of job offers to BME people that is, even though they apply in greater proportions, they are still less likely to be offered a post. From the qualitative work that we did for this study, it would appear that BME people in the community are losing confidence about employment in the council. This needs to be examined and addressed by BHCC.
- 4.34 The proportion of BME and 'white other' staff offered jobs at BHCC is also falling, and for BME people this fall has been most significant in the most recent year. We were concerned about the reports from our qualitative work around recruitment practice at BHCC. Whilst recruitment and selection training is mandatory for managers with recruiting responsibilities, the HR team estimate that 80% of managers have not attended, and in our interviews with managers with recruitment responsibilities, the majority had not received any recruitment training. The following were reported to us as not uncommon recruitment practices at BHCC:
- Managers interviewing and making selection decisions on their own;
 - Staff with Eastern European names being repeatedly turned down for shortlisting, but on re-applying for posts and anglicising their names, being shortlisted;
 - Currently the recruitment and selection procedure allows the permanent appointment of staff with temporary contracts or who are acting up without recourse to further selection as long as there has been some form of initial selection process for the temporary role. This is not a recommended practice as it enables a virtual short cut through the process and is open to abuse. If it is decided that a permanent appointment is required then the post should be recruited to as it is often not clear at the outset that a permanent opportunity might result; hence a number of suitable candidates may well be excluded as they may not have applied initially because of the temporary nature of the role or even been aware of the acting opportunity;
 - Mandatory recruitment and selection training is not followed up and it was noted that only 100 of a possible 800 classified as recruiting managers had been trained. This despite the availability of an e-learning programme along with a one day course.
- 4.35 It is our view that poor recruitment and selection practices have contributed in a major way to these unfair outcomes for BME and 'white other' applicants for jobs at BHCC. In addition, these practices put the council at risk by exposing them to legal action and weakening their position in the event of challenge in employment tribunals.
- 4.36 In the one-to-one interviews a number of staff commented on the perception (or reality) created by these practices which is one of managers appointing 'their friends'. Temp to perm appointments in particular were seen to be a clear way in through which 'friends' were appointed.
- 4.37 Also the apparent lack of transparency in the process particularly at senior level led to the view that classically *'it's not what you know but who you know'* and *'if your face fits then....'*

“sometimes/frequently [managers] employ someone without interviewing...[they are] taken on to do one element and made permanent...tends to happen at the higher grades...[there's] no consultation when doing this..we don't know what the justification was”

4.38 BHCC has been participating in PATH since 2004. The ability of PATH to impact the position of BME staff at BHCC has been unremarkable. There have been eight traineeships in as many years; 2004 – 2012. From the records we examined six trainees have completed their traineeships to date. Of these, three have attained posts within BHCC, one with an external employer, and two left without jobs to go to. In the climate of staff reductions the prospect of permanent employment becomes more challenging.

4.39 The PATH project has very recently closed down. This presents an opportunity for BHCC to pursue the possibility of joint working with CIP partners to develop a scheme across employers of the CIP. This will expose trainees to more opportunities and enable greater impact locally (positive impact for BME people) of this form of positive action, that is to increase the employment prospects for unemployed BME people through targeted training and development.

We make the following **recommendations**:

- Work with colleagues from the BMEWF and the Communities and Equality Team to gain a clearer understanding of the image that the council has with respect to employment amongst BME and ‘other white’ communities;
- Explore the possibility of HR representation on the CIP;
- Following the demise of PATH, explore with CIP partners the feasibility of developing a joint positive action training programme aimed at BME people in the community;
- Rejuvenate HR liaison work with BME community organisations;
- Keep under review the levels of BME and ‘other white’ applications for posts;
- As part of the recent review of the recruitment and selection policy at BHCC, revisit the content of recruitment and selection training to ensure that it emphasises the correct procedure with respect to panel recruitment and the danger of sole interviewing; that there is an appropriate ‘Fair Recruitment and Selection’ content that properly addresses - amongst other equality in recruitment issues – ‘mirror imaging’, unconscious bias and discrimination in recruitment and the consequences of that;
- Ensure that all managers with recruiting responsibilities attend training and maintain a database of these individuals. Ensure that recruitment is not carried out by untrained personnel;
- Use the positive action provision of the Equality Act to provide specific encouragement of under-represented groups to take advantage of BHCC recruitment opportunities when advertising jobs;
- Revisit the “Reflecting Our Communities” advertising initiative and explore the feasibility of resurrecting aspects of that for under-represented equality groups.

Address under-representation of BME staff at the more senior levels at BHCC

- 4.40 The number of BME senior managers (eight) has not changed in the last three years. Reductions in senior staff has not impacted BME people at this level, and has in fact served to slightly increase their proportion of senior managers. BME staff are however, less likely than all other people in the organisation to be at grades M8 and above.
- 4.41 Any initiatives to increase the levels of BME people at these levels will need to be internally focused as this is where much of the staff appointments are occurring in the current climate of cuts. The place to focus these energies then is at middle management level SO1 – M9. BHCC could target BME staff at these levels for management development training, coaching, mentoring, shadowing etc. to increase the numbers of BME people in the internal pool for senior management recruitment. BHCC will need to consider the feasibility of this carefully in the light of fewer appointments at this level and the expectations that development training will bring that BHCC as employers may not be able to fulfil, however an opportunity to develop this idea presents itself with the plans to extend the LGBT mentoring programme to include BME and disabled staff.
- 4.42 BHCC are planning to extend the current mentoring programme aimed at LGBT staff in the council to BME, disabled and female staff. The plans for the BME programme are as follows:
- The BME mentoring programme is available for all BME staff within the organisation. It will be run alongside and compliment the current established buddying network that is offered by the BME workers forum.*
- The aims of the programme are to:*
- *Improve the learning culture across the organisation to ensure staff from BME backgrounds are supported to reach their full potential;*
 - *Help advance the careers of BME staff and encourage applications for promotion and career progression;*
 - *Make a positive difference to individuals by supporting and encouraging their development;*
 - *Improve the levels of BME staff turnover;*
 - *Progress BME staff participation in leadership and decision-making roles;*
 - *Reduce any feelings of isolation for staff who do not work in ethnically diverse areas;*
 - *Encourage networking across the organisation;*
 - *Ensure there are sustainable positive outcomes from the scheme.*
- 4.43 The proposal here, is that an aspect of this programme could be specifically developed for the progression of BME middle managers. This will require a more assertive approach to the learning and development aspect of the current arrangements, that is that BME middle managers taking advantage of this part of the programme would not just be encouraged and supported to pursue development opportunities, but would be expected to. Their development needs would be properly assessed and an appropriate programme of learning developed for them to pursue. It would also mean that mentors for these staff would need to be senior managers.
- 4.44 The current LGBT scheme has been promoted as a peer support programme rather than a career

development one, and has been very successful in this regard being unique in that front line staff have mentored managers and that all participants come from all levels within the organisation from front line staff to strategic director level. This approach however, may not be entirely effective in addressing the needs of a programme aimed at developing the careers of middle managers.

- 4.45 Another issue is the ethnicity of the mentors for BME mentees. The reality at BHCC is that BME people at senior level are light on the staff complement, and may not be employed in all the areas/disciplines that aspiring BME middle managers may want to pursue. In this regard then, mentors of all ethnic groups at senior levels will be necessary to make a programme of this nature work, and will also serve to fulfil the first aim of the programme which is to *“Improve the learning culture across the organisation to ensure staff from BME backgrounds are supported to reach their full potential”*
- 4.46 Aside from these points about the development of BME middle managers, the BME mentoring programme will need to consider other matters for BME staff taking advantage of this opportunity. For example - who constitutes BME? The BME staff group at BHCC is actually a consortia of people from a very diverse range of ethnic groups who categorise themselves under the ‘canopy’ of BME through their common experience of difference in regard to their ethnicities, with the potential for or actuality of, marginalisation, exclusion and discrimination. They are not a homogenous group. Ethnic matching of mentors and mentees will need to be considered against this backdrop. Further - is the programme going to be accessible to ‘white other’ staff?
- 4.47 Careful monitoring of this and any initiative will be essential to measure the outcomes for the people accessing the programme and whether or not they derive any benefit from it. This links in with the point above re: monitoring of training and development and promotion. We make the following **recommendations**:
- Develop the plan to extend the current LGBT mentoring programme to BME staff, to contain a specific element targeting BME middle managers for career development to address the under-representation of BME senior managers at BHCC;
 - Ensure careful monitoring of these initiatives, from who accesses programmes, through who successfully completes to who benefits;
 - When advertising internal jobs, use the positive action provision of the Equality Act to provide specific encouragement to groups that are under-represented in that post/position/grade to take advantage of recruitment opportunities.

RECOMMENDATIONS: POLICIES, APPROACHES, INITIATIVES AND STRUCTURES

Equality Impact Assessments

- 4.48 A good template is in place at BHCC with the right status in the overall strategic approach to achieve equality. We feel however that some improvements could be made to that template to help to embed the discipline of EIAs at BHCC and that a clearer understanding of the role of EIAs with regard to policy and practice is needed with respect to employment matters. We make the following **recommendations**:
- Review the template and guidance and;

- Re-consider the core team approach;
 - Ensure that the three year rolling cycle is supplemented by the need to review EIA's in-between the cycle as necessary, and what may trigger those reviews;
 - Emphasise that EIA's are not only about the written policy, but actual practice is key, that is how policy underwrites practice.
- Provide an EIA training programme for all relevant staff in HR with a specific focus on employment, training and OD. Ensure that the programme devotes sufficient time to explore and discuss the rationale behind EIA's, and the true benefits of the EIA to their practice, and that they gain a genuine understanding of what they are doing when they carry out the process.
 - Implement more frequent up-dating of policies and procedures to ensure that they keep pace with legislative changes and best practice.
 - Use quarterly case review approaches in HR to monitor and action outcomes from employee relations practices and processes.
 - Increase management and staff engagement in terms of the application and expectations around HR through a comprehensive communications programme that includes newsletters, briefings, WAVE, workshops and case studies.

E&D Training and Development

- 4.49
- Review all E&D training taking the opportunity to refresh approaches as necessary. Review in particular the e-learning E&D programmes;
 - Ensure the use of a range of methods, suited to deliver the desired training outcomes. Take time in training needs analysis to ensure that content is bespoke to the needs of BHCC and reflects the 'flavour' of the council;
 - Review the approach to Induction training and ensure that there is sufficient emphasis on equality and diversity. The new BHCC values need to be emphasised and how these relate to equality, diversity and social justice;
 - Review management development programmes to ensure that managing diversity is an integral and significant element that builds the skills and confidence of managers at BHCC to manage difference effectively;
 - Ensure that the matter of unconscious bias is addressed at all levels of equality training, and give this a high priority in the action plan, ensuring that leaders at BHCC play a pivotal role in taking this forward;
 - Ensure a better follow through of training evaluation to track change/improvement in performance in individuals, teams and ultimately the organisation over the longer term.

Equality and Diversity in Employment at BHCC

- 4.50
- Whilst this study had a focus on race, we could not ignore the evidence that other equality areas also need attention. In fact, this context is important to this study, as a remedy that only addresses one aspect of a much bigger problem would be ignoring the underlying factor of commitment to equality and social justice more generally and could not be viable in the longer term. Also, there are even wider contextual matters relating to organisational maladies which underpin the equalities maladies, which in turn underpin the race ones. We address these

below. Our **recommendation** here though is as follows:

- Construct a strategic approach to re-invigorate the BHCC commitment to diversity and equality in employment capturing all the equality groups as necessary including gender;
- Use the evidence and recommendations from this study and apply them more generally across equality groups as it is relevant;
- Use the strong performance on LGBT issues to inform the development of strategies and approaches for the other equality groups.

Employment and Equalities Performance Management

4.51 There is a need for the employment/HR function to have a more focal point in BHCC's corporate equalities programme. They need to be seen to be leading the vision for equality in employment at BHCC both internally and externally. There appears to have been a loss in confidence (anecdotal) in the council as an employer by local BME communities and this needs to be addressed. We make the following **recommendations**:

- Forge a strategic working partnership with colleagues in Communities and Equality, the BMEWF, and Economic Development;
- Re-invigorate the recruitment campaigns aimed at BME communities and begin outreach work with these community organisations to both improve the confidence of the community in the council and to promote whatever opportunities for employment there are with the council;
- Seek a place in the HR Group on the CIP.

The BMEWF

4.52 There is a need for the council to support the development of steering group members as an aspect of their career development in the council. The LGBT Forum should also share their skills and experiences with the BME and DW forums. We make the following **recommendations**:

- BMEWF consider very carefully their strategic position at BHCC going forward from this review, and revise their business plan accordingly;
- BHCC should engage with each member of the BMEWF steering group to ascertain their development needs in relation to their abilities to carry out their particular function in the forum. This should be regarded as a career development learning intervention;
- The three (soon to be four) forums should meet to plan a programme of development and support to be delivered by the LGBT forum;
- Steering group members of all forums should meet periodically to learn about and from each other. Chairs could meet, and other officers as relevant. The aim is to establish better partnership working;
- All forums should meet with the trades unions representatives to define more clearly their respective roles in relation to the two different disciplines within the same field of support for staff members;
- BHCC should support these endeavours by providing staff time and any resourcing

necessary for the development of the forums.

HR Equalities Group (HREG)

4.53 The HREG is currently refocusing its work and seeking to establish new Terms of Reference. In this regard we make the following **recommendations**:

- Act as a 'critical friend' to the HR team in the achievement of its equality and diversity objectives;
- Oversee and support progress of the HR Equality and Diversity Strategy Action plan;
- Oversee and support the HR EIA programme;
- Receive and review quarterly equality monitoring Reports;
- Discuss and address staffing matters raised by the equality workers forums;
- Report to ELT on progress of the HR E&D Strategy Action Plan, and any other equality matters as necessary, highlighting variances and making recommendations for action;
- Put in place measures to engage and seek the active participation of the CMT in the process of equalities monitoring and action through reporting from the HREG.

4.54 **Human Resources Practice and Delivery in BHCC**

"The council's greatest strength is its people. Its second greatest[would be] that it recognised this"²⁰

4.55 As the function responsible for all issues to do with staff in the organisation there are expectations from staff that HR should champion their cause; which more often than not it is not believed to be doing. There were clear issues of trust as HR was not seen to challenge bad practice in the organisation and in management specifically and on occasion believed to collude.

'I always thought that HR was there to help the employee but they don't. They just back managers all the time'

[Manager].... *'to be frank I'm not sure what HR does and what value they add'*

4.56 At the time of starting this project there was a view expressed by the BMEWF concerning the approach HR was perceived to be taking with respect to issues arising from the application of employee relations policies and procedures relating to BME staff. To a large extent this has been borne out by the research but has also been compounded by what was seen as the inefficiencies of HR in managing 'its' processes (not seen as organisational processes); lack of consistency in advice; insufficient organisational profile and 'clout', and critically a management information framework that is not seen to deliver to enable the front line to effectively manage.

'Everything from HR takes forever'

'I've rung HR staff and asked the same question on more than one occasion and have got

²⁰ Roger Newmann - IIP inspector quoted in the People Strategy. Parenthesis insertion GHPO

different responses from all of them...to the same question!

'The unions know more about our procedures than they (HR) do'

'I keep my own HR stats because my information is more accurate than anything they provide'

'The union told me I should not attend the hearing. They said I didn't have to'...

'I work very well with my HR person but she is hampered by HR's lack of infrastructure...the information they provide is just not of the quality needed'

- 4.57 To enable HR to be part of the process of rejuvenating BHCC its profile and positioning has to change. Some of this is already being evidenced, however some key areas need to be addressed.
- 4.58 Managers and staff have to be enabled to understand HR's role in the process employee relations advice and support. At this time HR, rightly, forms part of any employee relations process however it was noted that they were often 'instructed' concerning the outcomes rather than participated actively in the decision making process.
- 4.59 Their role as experts will only be endorsed where their understanding and ability to advise confidently is evident. Some HR staff reported feeling intimidated by managers and reference is made in this report to that being extended to union representatives in terms of the way they correspond with HR staff. A learning need is evident here.
- 4.60 A properly constituted employee engagement framework is an essential part of the operation of any organisation not least one with over 8,000 staff. Part of that engagement framework has to be about consultation with duly elected/appointed officers and stewards of recognised unions. However where there is seen to be an inequality in the balance of power between established management functions and the role the unions play, this can have detrimental effects.
- 4.61 The unions are seen to be directly linked into the political framework of BHCC and their power is perceived to be the reason why *'no one gets sacked around here'*.
- 4.63 A number of staff in the qualitative phase reported that they were encouraged to take formal action by their representatives in the absence of any alternatives coming from HR.
- 4.64 The role of HR needs to be validated by the organisation, and the policies, procedures, processes and practices that it oversees for the organisation need to be acknowledged as being owned by the organisation and not just HR.
- 4.65 We make the following **recommendations**:
- a learning and development programme is put in place for HR staff with regards to their understanding and role in organisational processes. This should be aligned with work on understanding impact and outcomes referred to elsewhere in this report, along with making equality a key and understood aspect of reporting to operational areas along with general management statistics;
 - that as part of any member development programme that the impacts of their role in key internal management processes is clearly outlined along with skill based support to enable them to participate effectively;

- that BHCC 's mediation framework strengthened and re-launched as an alternative route through grievance issues;

that the People Strategy's key commitments seen to be endorsed and implemented across BHCC, and managers and the Executive Leadership Board seen to engage with HR & OD at the beginning of discussions and negotiations on actions that impact on staff across BHCC.

RECOMMENDATIONS KEY THEMES

Dignity at Work

4.66 The new CEO has set out her stall in regard to Respect and dignity at work. There has been a review of the policy and it will be re-launched under the Respect Value. The Dignity at work Policy will deliver this value and as such it must be high level and backed up with the necessary resources to ensure that the aspiration is realised and the commitments are honoured. This is the only way to regain the confidence of staff and ensure the shift in culture that is evidently necessary. We make the following **recommendations** to contribute to that:

- Capitalise on the new leadership stance on this and promote her ambitions for the council using all media to staff, and other relevant partners. Ensure that the zero tolerance message is clear and understood. Promote good news stories/examples anonymously as necessary;
- Ensure that the new policy and procedures highlights the serious matter of harassment on the grounds of a protected characteristic; Its status under the Equality Act and what that means at BHCC;
- Ensure that there is mandatory and effective training, support and development for all staff relative to their needs. Training must highlight acceptable and unacceptable behaviour, give staff the skills to challenge inappropriate behaviour and the skills to respond to a challenge. Performance management must ensure the desired behaviours are achieved and maintained; Managers need additional training to deliver their responsibilities here;
- Be vigilant about consistency in approaches across the council. Ensure regular case work reviews and watch the trends here. Address the reasons for discrepancies in approach.
- Involve trades unions and workers forums working together with the leadership and HR to deliver the change in culture;
- Monitor the level of harassment and bullying cases quarterly – in addition to equality monitoring of this area – and measure organisational progress in attaining dignity at work; report to ELT. Set a target for the reduction in the number of cases over time;
- Address the discrimination that people experience because of their accents by highlighting this as a form of harassment in the dignity at work procedure and in training and development for managers and staff. Provide the skills to staff to challenge this type of offensive behaviour with customers and with colleagues as necessary.

Management Practices

4.67 In relation to management practices a number of the recommendations referencing managing diversity and equality, culture are already included in the relevant section. The key responsibility to note is the responsibility for all in a management position for the practice and dissemination

of the organisation's human resources philosophy. In this respect it is **recommended** that:

- As part of the managers performance framework they are given individual accountability for ensuring best practice in HR policy, procedure and process outcomes in their operational areas;
- putting in place measure to ensure that their staff have the appropriate tools/skills to constructively challenge issues as they arise;
- seek the views of staff and agree approaches to developing meaningful trust relationships within teams and between team members.

Performance Management

4.68 Linked to management practice we believe there should be a performance management framework that is adhered to by all within the organisation; it objective clearly understood by managers and communicated to staff and we **recommend** that in includes:

- clear objective setting that feeds from organisational and operational goals and outcomes that are SMART;
- regular review which is predicated on outcomes but takes accounts of limitations in achieving outcomes and the development of approaches to addressing these limitation whether individual, departmental or organisational;
- assessment not only of task but corporate outcomes and their achievement (i.e. that takes account of corporate competences to drive changed in behaviours)
- An approach to appraisal that incorporates the five key elements²¹:
 - **Measurement** – assessing performance against agreed targets and objectives, and behaviour and attitudes against espoused values;
 - **Feedback** – providing information to individuals on their performance and progress and on what is required to for them to continue to perform well in the future, particularly in view of any change programme and evolution of job roles;
 - **Positive reinforcement** – emphasising what has been done well and making only constructive criticism about what might be improved, and drawing out the importance of how things are done, as well as what is done, and ensuring effort is directed at value-adding activities;
 - **Exchange of views** – a frank exchange of views about what has happened, how appraisees can improve their performance, the support they need from their managers to achieve this and their aspirations for their future careers;
 - **Agreement** – jointly coming to an understanding by all parties about what needs to be done to improve and sustain performance generally and overcome any issues raised in the course of the discussion.

Leadership and Values

²¹ CIPD - Best Practice in Performance Management

4.69 A significant shift is underway to address the issues that we uncovered around leadership and values, led by the new CEO. Our recommendation here is to contribute to that change dynamic:

- Consider the proposals to transform the six organisational values into behavioural competencies in Part Two, which ensures that diversity/equality is mainstreamed into the organisational DNA;
- Ensure that follow through action is taken to embed the values and behavioural expectations in key organisational people processes (e.g. job profiles, recruitment, performance management and employee relations processes);
- Consider a specific programme for the senior leadership team (ELT and CMT in addition to managing diversity training), that will enable a greater understanding of their role with regards to equality and diversity as leaders in this area;
- Having established the values as competencies these should be used to develop and implement a 360⁰ feedback framework for the top tier leadership team (ELT and CMT) at BHCC. This will help support the embedding of behaviours as the feedback will illicit evidence of the experience of others about the display of the required behaviours from the team.

5 PART FOUR: MAKING IT HAPPEN

A STRUCTURE FOR CHANGE

This section of the report contains suggestions for implementation of the recommendations in part three. The greatest challenge for BHCC in the past has been sustaining their racial equality commitments. This section examines that and proposes an approach to ensure that the strategic commitments are achieved.

- 5.1 One of the most disappointing aspects of this study was the discovery that much of our findings had been uncovered and documented before. In some cases noted in action plans, but in nearly all cases left un-actioned. BHCC has a poor reputation amongst staff for not following through with commitments:

"We seem to talk a lot and not deliver.....we don't follow through with "you said - we did"..."

- 5.2 This has resulted in a high level of scepticism that anything will change. In equality in employment this has not been helped by a lack of a good management reporting with convincing arguments backed up by sound hard data. But there was also reported a lack of accountability, with no-one being held to account for non - delivery. The frequent change of priorities at BHCC meant that initiatives would lose focus and eventually disappear from management priorities.

"Endless bouts of restructuring, 'service reviews', new initiatives that arrive, absorb huge amounts of time, money and energy without any positive impact on the service"

"there are different priorities all the time, one comes along, then it's dropped and the next priority comes up. It's very disjointed..."

- 5.3 Another area that has not helped has been the accolades that BHCC has accumulated over the years. The Diversity Peer Challenge in particular seemed to serve to legitimise BHCC's poor performance in some aspects of diversity by rating the organisation excellent, even though it failed to meet a number of the excellent criteria in the framework. The resultant Peer Challenge Improvement Plan had no drive or energy to improve, but with an excellent rating – where's the imperative for change?

- 5.4 So a key consideration has to be – how do things change at BHCC? What will make this council look at its performance honestly and critically and do something about it? How do we break the historic cycle of non-delivery, collusion, lack of interest, of people being interested for a moment then getting bored, of not taking things seriously? We believe that the most important response to those questions has just occurred with the appointment of a new CEO, who has already made it clear that she will be leading change in a tone relative to the changes that we detail above to be necessary.

- 5.5 The new CEO needs an operational management team (particularly at CMT level) ready and eager to take on this challenge with her. This means that past behaviours which were often seen by staff to be dysfunctional, challenging change and self-interest must not be allowed to continue. We believe that there are positive indications that there are senior managers ready to take on that mantle which needs to be encouraged and supported to bed in but with

evidenced outcomes where this is not the case. With that leadership backdrop, we are confident that BHCC can and will drive this change programme.

- 5.6 The devil however, is in the detail. We have alluded to most of these points throughout this report, they are however drawn together and summarised below - there must be a strategic drive to achieve the recommendations set out in section three.
- 5.7 **BHCC must develop an Equality and Diversity Employment Strategy, which is owned by the ELT and driven by HR.** It will be an evolving programme, encompassing all the equality groups at BHCC, but commencing immediately with the recommendations for race in this report and developing other areas as necessary and learning from successes with the LGBT staff group.
- 5.8 **An action plan must be designed with strategic objectives** (from the recommendations above) which are focused, measurable, targeted, timetabled and prioritised.
- 5.9 **The Head of HR should be held accountable** for progress. The buck will stop there and the Head of HR will need to know what's happening on the programme and be responsible for staying alert to any challenges that could potentially derail the plan, and putting in place remedies to keep it on track. The Head of HR will ensure that colleagues in CMT are engaged in the action plan and keep them informed/seek their support as necessary for delivery.
- 5.10 **HR Team tenure.** Whilst the Head of HR is the accountable officer, the strategy is in the tenure of HR as a department and the entire HR team must be committed to this. This will mean ensuring that they are specifically and efficiently briefed about the programme and that it is a standing item in team meetings and other forums as necessary. Some members of the team will have specific responsibilities to deliver particular aspects of the action plan, and they may require specific training and support.
- 5.11 **An operational driver** will need to be given the responsibility to ensure that the plan progresses according to timetable and on target. Whilst the Head of HR will be the accountable officer, someone will need to drive it. This person cannot be responsible for all aspects of the programme – that will be a shared responsibility in HR – for instance someone else will be the holder of data and management reporting here – but this person will be the co-ordinator, the person who will have intimate knowledge of the detail of the programme and will keep the programme on track. They will report regularly to the Head of HR on this aspect of their work.
- 5.12 **A senior level champion** will be necessary and this should be the Executive Director – Finance and Resources, as the strategic director with responsibility for HR. This person will ensure that E&D in HR (as well as other HR matters) receives the essential status that is necessary at ELT, the most senior executive level in the council. They also will need to ensure that they are briefed regularly on progress and that they cast a critical eye on outcomes.
- 5.13 **The HR Equalities Group** will support the HR team to deliver the strategy action plan. They will have oversight of progress by receiving relevant reports and will question and challenge the detail of the action plan. They will report directly to ELT on progress.
- 5.14 **An external independent critical friend** is important to periodically review how BHCC is progressing. This can be an annual event, but it is important that BHCC becomes its own best critic and puts in place independent oversight to assist this process, rather than to rely on external high profile accolades to validate them.

- 5.15 **The People Strategy** is the natural location for this strategy overall. The People Strategy has lost its way and there may be plans to re-launch it. When this happens it needs to include the E&D programme. However, we feel that this E&D HR strategy needs an energy of its own, and that energy can contribute to the rejuvenation of the People Strategy.

QUICK WINS

- 5.16 Given the history of broken commitments at BHCC, it is critically important that stakeholders in this (all staff, customers and partners) are reassured that there will be change and these new commitments will be honoured. BHCC needs to win back the confidence of its stakeholders here. The best way to do this is to demonstrate that commitment by some short term delivery – quick wins. We have identified some quick wins as actions to set the tone below. These are structured under the four domains to underpin the new values to benefit from the momentum and energy of that piece of work:

Accountability

Set targets for increasing - and then increase - the responses to ethnic origin and other equality data within the workforce and recruitment and selection processes

- 5.17 The greater availability of data will be a key way of demonstrating transparency and accountability to different groups within the workforce and local communities. It offers a quick win by continuing some existing work and focusing on an area of work where managers and individual staff already have significant control of the process.
- 5.18 It also, through the potential involvement of the Forums can develop relationships between different parts of the organisation and should be the platform for extending in quick order the range of ethnic profile reporting.
- 5.19 Finally, it begins a dialogue on race equality through publicising the importance of the collection of the data on organisational change and flows into more detailed work on employment target setting.

Improve qualitative data and the use of quantitative and qualitative data

- 5.20 There are quick wins in promoting exit interviewing amongst managers, and setting a target to increase the numbers of interviews provided to HR. This will more widely need to be supported by implementing a dedicated resource be responsible for equality monitoring.

Delivery

Work with colleagues in the Communities and Equality team to improve information about the specific ethnic groups represented in the city

- 5.21 This study has predominantly focused on the needs of BME workers within Brighton & Hove City Council. However, we have also identified the importance of identifying and engaging with local BME communities in order to ensure the representativeness of the workforce. As part of this process, we recommend that HR follows the approach of the Communities and Equality Team and includes “white other” as a specific and separate category for monitoring race equality;

Brighton and Hove City Council is at a point where cultural change within the workplace can spread outwards into the wider community through improved service delivery responsive to the diversity of all communities and the greater empowerment of local communities. This quick win links with others below.

Working Together

Capitalise on the new leadership stance on Respect and Dignity

- 5.22 This offers a quick win through capturing the energy of the new CEO's initiative. It offers the opportunity to ensure that the zero tolerance message is clear and understood and can be underpinned by the promotion of good news stories. The message will need to ensure that racial and other forms of harassment on the grounds of a protected characteristic is unlawful under the Equality Act. This quick win can then be the foundation for the wider use of values to guide decision-making.

Move HR into a more proactive role around equality and diversity

- 5.23 We have identified quick wins above around data capture which can provide an opportunity to move HR into a more proactive role around equality and diversity. Other quick wins that flow from this include addressing areas of concern with Heads of Service immediately that trends begin to emerge from monitoring and assisting departments to plan remedial action and jointly monitor progress to attainment. Good practice and innovation can also be promoted as part of this process and publicised across the organisation.

Increase the capacity of the BMEWF

- 5.24 The three (soon to be four) forums should meet to plan a programme of development and support to be delivered by the LGBT forum with the later involvement of TUs to work together with HR and senior management to deliver the organisational culture change required by this report.
- 5.25 BHCC should also engage with each member of the BMEWF to ascertain their development needs in relation to their abilities to carry out their particular function in the forum. This should be regarded as a career development learning intervention.

Enabling the Councillors in their role as ultimate arbiters

- 5.26 The Councillors have a role to play as the final decision makers of the processes that are enacted in the council. It is critical that they understand what is required of them in this role; have a full appreciation of equality and diversity and are able to apply this in the context of their role as the 'ultimate employer'. Councillors should not be expected to know everything by virtue of their office and an appropriate briefing and engagement programme should be put in place to support them.

Role of the Unions

- 5.27 This will be critical in enabling the change and should take a more proactive role in enabling the change. The opportunity should be taken as part of the consultative forum to define and agree union involvement particularly in relation to ensuring policies, procedures, processes and

practices accord with the organisation's stated objectives with regard to equality and diversity.

- 5.28 Union Stewards and Officials must be seen and must see themselves as part of the process of enabling a conducive and respectful workplace for all. Their behaviour and actions do influence those of staff and will engender an equal reaction positively or otherwise.

Personal Impact

Review the approach to induction training and ensure that there is sufficient emphasis on equality and diversity

- 5.29 This is the quick win element of what needs to be a wider review of the effectiveness of equality and diversity training programmes. There will need to be a refreshing of approaches to engage with the new value based approach being adopted by the authority along with ensuring that programmes have sufficient local content and drivers for change.
- 5.30 Create accountability with the inclusion of an equality and diversity requirement as part of the performance management for all who manage staff within the organisation.

Rejuvenate HR liaison work with BME community organisations

- 5.31 This fits neatly with another quick win above – moving HR into a more proactive role around equality and diversity. However, the work with community organisations will also need the input of Communities and Equality and the BMEWF . In particular its input will be required as there will be limited employment vacancies in the current budgetary cycle and therefore engagement with community organisations will need to be about community opportunities to influence, co-produce and supply (as well as employ) to maximise opportunities for change.

Appendix A

List of Strategies, Reports, Policies and Procedures Reviewed

Corporate Plan

People Strategy

BHCC State of the City Report

CEO Paper – Proposals for Leadership and Structure

Equality & Inclusion Policy

BHCC Equality & Human Rights Charter

BHCC Equalities Performance Management Framework

Equality Framework Peer Assessment Report

BHCC Equality Framework for Local Government Improvement Plan

Towards Equality & Diversity

Recruitment & Selection

Equalities Monitoring Guide for Applicants

Disciplinary Procedure

Grievance Procedure

Dignity at Work

Annual Report on Flexible Workforce 2011-2012

The Single Equalities Scheme

Working towards an inclusive City

Report on Brighton and Hove City Council Inclusion and Equality Policy 2012 -2015

Equalities Up-dates (various) 2009 -2012

Brighton & Hove - Performance Report April 2011 - May 2012

HR Equality Impact Assessments 2009-2012

HR Race Equality Monitoring Data Sets

HR Employee Relations Data Sets (Disciplinary; Grievance: Capability

Perspectives of Black and ethnic minority staff

TMT Corporate Learning Evaluation Report 2009 -10

Core Skills Programme 2009-10

Corporate L&D Offer 2010 & 2011-12

Investors in People Report

Leadership & Management 2012

Minutes of the HR Equalities Group

BMEWF response to the People Strategy

BMEWF Business Plan

BHCC response to BMEWF Freedom of Information request

Brighton and Hove JSNA 2012

Appendix B1

RECRUITMENT 2009 – 2012

Breakdown by Ethnicity of Applicants

	2009/10	2010/11	2011/12
BME	1258	779	215
White other	1207	477	168
White Brit/Irish	8797	3931	1696
Sub total	11262	5187	2079
Unknown	2129	1616	517
Total	13391	6803	2596

Breakdown by Ethnicity of applicants shortlisted for interview

	2009/10	2010/11	2011/12
BME	139	82	22
White other	125	74	22
White Brit/Irish	1398	790	320
Sub total	1662	946	364
Unknown	428	180	64
Total	2090	1126	428

Breakdown by Ethnicity of applicants offered employment

	2009/10	2010/11	2011/12
BME	35	33	5
Whit other	42	29	9
White Brit/Irish	485	359	153
Sub total	562	421	167
Unknown	175	97	36
Total	737	518	203

Appendix B2

BHCC Ethnicity and Employment

2009/10

	Lower (Scale 6 and below)	Middle (SO1 – M8)	Upper (M9 and above)	Total
BME	165	77	8	250
<i>Inc. Bangladeshi</i>	9	0	0	9
White other	150	67	9	226
White Irish	47	51	9	107
White British	2309	1444	266	4019
Sub total	2671	1639	292	4602
Unknown	491	166	20	677
Total	3162	1805	312	5279

2010/11

	Lower (Scale 6 and below)	Middle (SO1 – M8)	Upper (M9 and above)	Total
BME	160	81	8	249
<i>Inc. Bangladeshi</i>	7	0	0	7
White other	143	72	8	223
White Irish	43	48	9	100
White British	2180	1447	246	3873
Sub total	2526	1648	271	4445
Unknown	509	203	29	741
Total	3035	1851	300	5186

2011/12

	Lower (Scale 6 and below)	Middle (SO1 – M8)	Upper (M9 and above)	Total
BME	146	76	8	230
<i>Inc. Bangladeshi</i>	7	0	0	7
White other	130	69	8	207
White Irish	41	47	7	95
White British	2084	1368	221	3673
Sub total	2401	1560	244	4205
Unknown	537	204	28	769

Total	2938	1764	272	4974
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Appendix B3

Grievance and Discipline

Grievance - including bullying complaints by ethnic group (known ethnicity only)

	2010/11	2010/11	2011/12	2011/12
	Total	Grievance	Total	Grievance
	Grievance	complaint of	Grievance	complaint of
		bullying		bullying
BME	9	4	2	1
White other	7	1	1	1
White Brit/Irish	62	14	59	18
Total	78	19	62	20

Discipline - including capability by ethnic group (known ethnicity only)

	2010/11	2010/11	2011/12	2011/12
	Total	Discipline for	Total	Discipline for
	Discipline	capability	Discipline	capability
BME	14	1	7	2
White other	5	0	4	0
White Brit/Irish	107	9	92	8
Total	126	10	103	10

Appendix B4

EXIT

Breakdown of leavers by ethnic group

	2009/10	2010/11	2011/12
BME	22	24	21
White other	30	19	24
White Brit/Irish	358	340	388
Sub total	410	383	433
Unknown	167	151	122
Total	577	534	555

Resignations and Dismissals by ethnic group (known ethnicity only)

	2009/10 Resignations	2009/10 dismissals	2010/11 Resignations	2010/11 Dismissals	2011/12 Resignations	2011/12 Dismissals
BME	9	0	10	5	13	6
White other	12	1	15	1	14	4
White Brit/Irish	144	15	160	23	139	89
Total	165	16	185	29	166	99

Length of service (known ethnicity only)

	2009/10 1 year	2009/10 2 years	2010/11 1 year	2010/11 2 years	2011/12 1 year	2011/12 2 years
BME	4	1	10	3	2	1
White other	6	3	1	4	6	5
White Brit/Irish	51	22	75	33	56	36
Total	61	26	86	40	64	42

Appendix C

2011 Census: Ethnic group, local authorities in England and Wales.

Ethnic Group	England 2011 Census numbers.	Brighton and Hove 2011 Census numbers.	England 2001 Census %.	England 2011 Census %.	Brighton and Hove 2001 Census %.	Brighton and Hove 2011 Census %.
White: English/Welsh/Scottish/Northern Irish/British.	42,279,236	220,018	86.99(White British)	79.8	88.2 (White British)	80.5
White: Irish.	517,001	3,772	1.27	1.0	1.6	1.4
White: Gypsy or Irish Traveller.	54,895	198	Not recorded.	0.1	Not recorded.	0.1
White: Other White.	2,430,010	19,524	2.66	4.6	4.63	7.1
Mixed/multiple ethnic group: White and Black Caribbean.	415,616	2,182	0.47	0.8	0.34	0.8
Mixed/multiple ethnic group: White and Black African.	161,550	2,019	0.16	0.3	0.39	0.7
Mixed/multiple ethnic group: White and Asian.	332,708	3,351	0.37	0.6	0.64	1.2
Mixed/multiple ethnic group: Other Mixed.	283,005	2,856	0.31 (Mixed: Other Mixed).	0.5	0.57 (Mixed: Other Mixed).	1.0

Asian/Asian British: Indian.	1,395,702	2,996	2.09		2.6	0.85	1.1
Asian/Asian British: Pakistani.	1,112,282	649	1.44		2.1	0.22	0.2
Asian/Asian British: Bangladeshi.	436,514	1,367	0.56		0.8	0.39	0.5
Asian/Asian British: Chinese.	379,503	2,999	0.45		0.7	0.53	1.1
Asian/Asian British: Other Asian.	819,402	3,267	0.48		1.5	0.37	1.2
Black/African/Caribbean/Black British: African.	977,741	2,893	0.97		1.8	0.56	1.1
Black/African/Caribbean/Black British: Caribbean.	591,016	879	1.14		1.1	0.19	0.3
Black/African/Caribbean/Black British: Other Black.	277,857	416	0.19		0.5	0.06	0.2
Other ethnic group: Arab.	220,985	2,184	Not recorded.		0.4	Not recorded.	0.8
Other ethnic group: Any other ethnic group	327,433	1,799	0.44		0.6	0.65	0.7