

# Equality Framework for Local Government Self-Assessment at Excellent Level Bristol City Council - September 2011

## 1. Our Journey

In January 2009, we were assessed as achieving level 4 under the Equality Standard for Local Government, using assessors from the Avon Fire and Rescue Service and Tower Hamlets council. We used the EFLG excellent framework to review our progress in our **Annual Report 2010** to Full Council in September 2010. Since the 2010 Annual report, we are pleased to have made progress against our weaker areas and maintained our momentum on our stronger issues.

[https://www.bristol.gov.uk/committee/2010/ta/agenda/0907\\_1800\\_ta000.html](https://www.bristol.gov.uk/committee/2010/ta/agenda/0907_1800_ta000.html) .

The need to make major savings has been a significant driver in bringing the importance of EQIAs and consultation with communities to the attention of elected members and senior managers. Over 90 people engaged with us on our **MTFP 2010-11** and some changes were made as a result of consultation. The EQIA process is fully embedded into the budget process for 2012-14.

The need to make savings and transform services has also increased our focus on using local intelligence, including changing demographics and needs, to ensure service reviews result in the best possible outcomes for communities within our resources. We received national recognition for our work on the Somali community calculator and are a pathfinder project for integrating customer service information on ethnicity.

We successfully anticipated the requirements of the Equality Act 2010 and our **Single Equality Scheme 2010-13** met most of these. Eighteen months on from agreeing the SES, we have made progress against most targets. We will review the SES before April 2012 as the equality objectives were formed from LAA targets, some of which have been dropped by the coalition government.

We are regarded as "excellent" by OFSTED for our work on Adoption and Fostering and "good" for our safeguarding work and innovative work on FGM. We are in the top 100 of the Stonewall Workplace Equality Index 2012 and were 7<sup>th</sup> in their Education Index 2012. We were awarded Beacon status by the Audit Commission in 2008 for our work on Anti Social Behaviour and for the quality of assistance we provide in Housing Renewal in 2005.

Our Strategic Equalities Group set three objectives in 2010 (to agree a Single Equality Scheme, to improve BME recruitment and retention and to increase awareness of the public sector equality duty) all of which have been achieved.

We look forward to the feedback from the EFLG Excellent assessment process as this will inform our equalities objectives and strategic equalities priorities for 2012 and may influence our **MTFP proposals** if we need to address significant weaknesses in certain areas.

- *In the text above and hereafter all non-heading items in **bold** refer to appended evidence. Those in **bold** refer to topics.*
- *Where evidence numbers are not consecutive the number has been omitted on purpose.*
- *Acronyms are explained at **Appendix One** of this document - page 21.*

## Bristol City Council Structure

Bristol is the 7th largest city in England outside of London and is the economic capital of the South West. The City Council administers an area of 110 square kilometres (42 square miles) and serves a resident population of 421,300 people (2008 estimate), while the city also serves the wider city region area – known as the West of England - with a population of nearly 1.1 million people. The distribution of council seats is Liberal Democrats 33, Labour 21, Conservatives 14, Green 2.

The council has 8,497 employees (excluding schools), whose equalities profile is detailed below; in summary we have 4.4% employees aged 16-24 and 2% over 65, we have 5.8% disabled staff, 7.4% BME staff, 73% women staff, 66% with a religion or belief and 3.2% who are LGB, additionally 18 staff identified as transgender in our 2011 staff survey.

The council's senior leadership team includes Jan Ormondroyd, Chief Executive; Will Godfrey, Strategic Director Corporate Services; Graham Sims, Strategic Director Neighbourhoods and City Development; Annie Hudson, Strategic Director Children, Young People and Skills; Alison Comley, Interim Strategic Director, Health and Social Care and Hugh Annett, Strategic Director of Public Health

Since January 2011 SLT has reduced by two members; we no longer have a Deputy Chief Executive and have combined our Neighbourhoods and City Development directorates. In April 2012 the Childrens and Adult social care directorates will combine to become the Children, Adults and Families directorate with one strategic director.

### Evidence:

- 1.1 Annual report 2010
- 1.2 Updated Single Equality Scheme 2010-13 [www.bristol.gov.uk/equality](http://www.bristol.gov.uk/equality)
- 1.3 Spar Net Progress report Single Equality Scheme Sept 2011
- 1.4 HR Management Report March 2011
- 1.5 1st and 2nd Tiers Structure Chart May 2011
- 1.6 Spar Net KPI Quarterly Progress report
- 1.7 MTFP 2011 - for EQIA see pp. 21-40

## 2. Introduction - Bristol: A City of Contrasts

In economic terms, **Bristol is a prosperous city**<sup>1</sup>. Its prosperity is built on a wide and varied industrial base, including high tech industries, business services, banking and finance, distribution and retail and the creative industries. It is a **beautiful city** with an international reputation as a **green city** that is a good place to live and do business with a thriving arts scene and a modern city centre that has good infrastructure for cyclists (**Cycling City** has just won the Municipal Journal's Sustainable Infrastructure Achievement of the Year award - June 2010). Long-term regeneration of the Harbour side and city centre is well advanced and it is **well-connected** by road, rail, sea and air.

Bristol is a city of contrasts and its relative prosperity throws these into sharp relief. For example, the city has **two very successful and popular universities** and a highly educated and skilled workforce, with some 35.1% of the working age population educated to degree level (NVQ4 and above)<sup>2</sup>. Educational attainment has improved in recent years (in 2005 only 28% of pupils achieved 5 A\* to C at GCSE, in 2011 this rose to 77%), however, further progress is still needed.

<sup>1</sup> See section on local economy below.

<sup>2</sup> Source: <http://www.nomisweb.co.uk/reports/Imp/la/2038431894/report.aspx?town=bristol>, (Qualifications) S:\EQUALITIES\Equality Framework for Local Government 2011\Evidence\Self-assess\reworkedv15.doc

Bristol's economic success has brought with it problems and challenges, such as congestion, environmental pollution and high house prices (relative to income) causing major problems for key workers and younger people looking for affordable housing. Its prosperity is not shared by all its citizens and many areas of the city suffer from multiple deprivation. The Government's English Indices of Deprivation record that in Bristol there are a total of 252 lower layer super output areas (LSOAs)<sup>3</sup>. The number of people living in the 39 most deprived areas is just over 65,000, making up 16% of all Bristol residents. Indeed, four of these areas are in the most deprived 1%: Easton Road, in Lawrence Hill Ward, Southmead Central, in Southmead Ward, Throgmorton Road, in Filwood Ward, Hareclive, in Whitchurch Park Ward.

The latest national data release, for 2008, shows that 21,835 Bristol children live in poverty (26.7%) - the highest number and highest percentage in the south west. These figures are based on household income below 60% of median, adjusted for the number of children in the household (bristolchildren.wordpress.com).

**Changing Demographics.** With a current population of 433,100 people<sup>4</sup>, Bristol is the largest city in the South West and one of the eight 'Core Cities' in England (excluding London). Following population decline in the post war years, it stabilised in the 1990s and, if recent trends continue, Bristol's population is projected to increase by an additional 159,600 people by the year 2033, representing a 37.5% increase in the population<sup>5</sup>.

**Population increases** are manifesting in the immediate term as pressure on our primary school places. Over the last three years, there has been a 15% rise in the number of children in reception classes at Bristol schools. This rapid increase in pupil numbers is expected to continue, with a shortfall of at least 3,000 primary school places predicted by 2015 if new places are not created. A consultation on the School Organisation Strategy was initiated in May 2011. This September 1,000 more children will be starting school in Bristol than four years ago and this growth in numbers of children is projected to be higher than anywhere else in the SW.

Local intelligence suggests that since 2001 there has been a significant increase in the number of international migrants coming to live in Bristol, particularly Somali and Polish communities. Bristol City Council has undertaken intensive work with both of these communities, working to ensure that their needs are understood and met. However, national and local data sources on international migration are limited and there is no comprehensive count of migrant numbers locally and definitively quantifying both the total numbers and movements of these migrants has not been possible.

The most recent data available on **household composition** estimates that almost half of all households in Bristol are couple households, a third are one person households, 10% lone parent households and the remaining 10% other multi-person households. Future projections indicate that the number of couple households is likely to fall, whilst the number of one person households is likely to increase<sup>6</sup>. In 2010 8,000 vulnerable households were supported by the Supporting People services (JSNA 2010).

The population of Bristol has increased by 11.0% since 2001, the greatest growth is projected to be in the 30-44 year old age groups, with a projected extra 50,400 people. The **working age population** in Bristol is projected to grow at a much higher rate than anywhere else in the SW.

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<sup>3</sup> Lower Layer Super Output Areas (LSOAs) are relatively small areas, each with an average population of 1,500 residents, which make the comparison of like sized areas across the country possible.

<sup>4</sup> Mid Year Population Estimates, ONS Crown Copyright Reserved [Nomis 2010]

<sup>5</sup> Population projections are based on trends of the previous five years and are subject to change.

<sup>6</sup> CLG 2006-based household projections

The local **JSNA** anticipates the increase in the number of **people over 65** to be relatively small, with a small increase in the 65-74 range. Whereas England nationally is projecting high increases in the numbers of older people (over 65), Bristol's major areas of growth over the next 10 years are in a much **younger profile**, specifically children under 10 and young working age people. Nevertheless, the JSNA 2010 forecasted a growth from 4,200 people in Bristol living with dementia in 2010 to 4,740 in 2020. We recognise the impact of our ageing population on health, social care and housing services and also on the estimated 40,000 people providing unpaid care to children and adults in Bristol.

The council uses the census figure for people with a "life limiting long term illness" as the overall figure for **disabled people** in the city, whilst recognising that this does not necessarily give a true picture of all disabled people. In 2001 this was 17.8% of the population. ONS Annual Population Survey Oct 2008- Sept 2009 estimates 17.7% of working age people in Bristol are disabled, and that 11.8% of the working age population are disabled people who are economically active. This is the comparator we use when evaluating diversity within the workforce. The JSNA 2009 looks in more detail at the health needs of people with learning difficulties and estimates an increase in the number people with a visual impairment. It also records a higher than average incidence of people claiming incapacity benefit for reasons of mental ill-health (37.4% compared with an England average of 27.6%).

There is still very little data for the **LGB population** and none for the **Transgender population** of the city. The council uses a figure of 6% for the LGB population, based on the 5-7% figure calculated by government actuaries on the introduction of civil partnerships. It is recognised that LGB people tend to congregate in urban areas and 2011 research from Equality South West evidences particular isolation of LGB & T people living in rural areas. We can assume that LGB & T people do gravitate towards Bristol and that the figure may be higher than this.

Of the total population of Bristol in 2001 of 390,000, 8.2% (31,900) identified as **Black and Minority Ethnic (BME)** groups. This population was estimated (ONS) to have increased by 26 500 in 2009, to a total BME population of 58 400, 13.5% of the total population in Bristol. The greatest population change has been in the 'White Other' group, which has increased to 5.9% of the overall population of Bristol. The largest BME population increases have been in the Indian, Chinese and Black African ethnic groups.

One method of measuring **demographic change** is to use the annual schools census. There are now 66 different ethnic groups making up the school population in Bristol. BME groups have risen from 20% in 2006 to 25% in 2010, representing an increase of over 2,600 pupils. Pupils who are not White British have risen from 22% to 30% over the same period, and now account for over 4,000 pupils (bristolchildren.wordpress.com).

The council's customer service team have mapped 65,000 BME households known to the council during 2011, finding an uneven distribution of households across the city with Black Caribbean and African Households and South Asian Households concentrated in East Central Bristol and mixed background households dispersed across the city.

#### **Evidence:**

2.1 JSNA – [www.bristol.gov.uk/JSNA](http://www.bristol.gov.uk/JSNA)

2.2 Children Needs Assessment - [www.bristolchildren.wordpress.com](http://www.bristolchildren.wordpress.com)

2.3 ESW - Dimensions of inequality for LGBT people in the SW - p15 and p64.

### 3. Knowing Our Community – Equality Mapping

#### Strengths include :

**Strong demographic data** and tracking of changes in our communities.

[www.bristol.gov.uk/statistics](http://www.bristol.gov.uk/statistics) . We use ONS data to identify changes in our communities and take a proactive approach to profiling newer communities not reflected in the 2001 census data e.g. the **Somali community calculator** as developed by our Research Team. We have successfully challenged the ONS when population estimates by ethnic group do not reflect what we know of our communities from our own datasets (e.g. the growth in Black African communities as evidenced by our schools census).

As part of our work to ensure the **2011 census** ([www.bristol.gov.uk/statistics](http://www.bristol.gov.uk/statistics)) accurately reflects the population of Bristol, the council **worked with the ONS to target community engagement activity** to increase completion of census forms in specific communities and areas of the city.

Our local **Quality of Life** survey data is produced annually and provides a range of perception and service/neighbourhood satisfaction data by equalities group over four years, allowing us to **identify trends**. <http://www.bristol.gov.uk/page/quality-life-bristol>

In April 2011 the council was awarded the **UK Excellence in Research Award** by LARIA for its innovative crowd sourcing approach to engagement with the public.

The local **JSNA** detailed the health needs of equalities communities in its 2008 baseline report and subsequent updates have examined issues in more detail; 2008 detailed the needs of specific BME communities and LGB communities, 2009 focussed on demographic change, people with learning difficulties, people on the Autism Spectrum and people with visual impairments and 2010 focussed on people with mental health needs, older people and disabled children. The health issues affecting equalities communities will be reviewed in full in the 2012 JSNA update. [www.bristol.gov.uk/jsna](http://www.bristol.gov.uk/jsna)

We have produced **Community Profiles** to support our services to understand the make up of communities and key priorities for equalities groups in snapshot. These have been consulted on with stakeholders and provide services with a starting point for understanding diverse groups of customers.

[www.bristol.gov.uk/statistics/informationbytopic/equalities](http://www.bristol.gov.uk/statistics/informationbytopic/equalities)

In the context of budget cuts we have developed a **project to map the needs of our most vulnerable customers** to ensure that our customer services are accessible to everyone as we increasingly 'channel shift' to web and telephone contact. (See Single Customer View case study).

**Annual data packs** We have developed equalities monitoring in most customer facing services and have improved the presentation and accessibility of the data so that it can be used effectively in EQIAs and service planning. **Data quality has been improved** by supporting our staff to explain the purpose of data collection and reassure customers about what the data will be used for. In 2011-12 we are providing training for contract managers and potential providers to extend data monitoring to external providers, taking into account recent CLG guidance (2/9/2011) on Best Value. **(See below)**

In 2005 we realised that we did not really know who our tenants were. We started to work on a **survey of all of our tenants** to help us address this gap.

Equalities data about **children and young people in our schools** is detailed and robust ([www.bristolchildren.wordpress.com](http://www.bristolchildren.wordpress.com)). From 2005 detailed annual equalities audits on achievement have informed the ongoing **BME raising achievement strategy** and Strategy for Supporting Children and Young People with Special Educational Needs and Disability in Education settings. The data is used to plan interventions e.g. BME attendance champions and to tackle harassment and bullying.

We have developed community engagement mechanisms that enable equalities communities to raise issues with us that are not necessarily evidenced through data. Women's organisations are particularly concerned that, as women are majority users of public services, their needs are often not prioritised when compared to under usage from other equalities communities. We hold **annual meetings with equalities stakeholders** to feedback on our performance against our SES and hear back from communities what their priorities are and where we need to improve.

We have a good understanding and knowledge of the equalities-led VCS in the city and have had a **VCS compact** in place since 2008. The equalities team have regular dialogue with many VCS groups (see below under **Community Investment Strategy**).  
<http://www.voscur.org/bristolcompact>

We use demographic data to set targets for workforce diversity and make it clear that we are aiming to achieve a workforce that reflects our communities (see section 5). Our workforce data is in the public domain.

Our **Single Equality Scheme 2010-13** targets are based on our analysis of the key performance areas where we need to improve equalities outcomes. The scheme was developed in consultation with equalities stakeholders and using our equalities datasets to identify the inequalities that need to be focussed on. We review the scheme annually, reporting progress to stakeholders and through the scrutiny commission process.

We have measured the diversity of the membership of our 14 **Neighbourhood Partnerships** and will track this annually to improve representation.  
<http://www.bristolpartnership.org/neighbourhood-partnerships>

We have developed our knowledge of the diversity of older people through the **BME Elders Project** (see later evidence).

#### **Key areas for improvement include :**

- **Improving the use of equalities monitoring data** in some services so that it can be used as a dependable tool for service planning and improvement.
- Ensuring that our commissioned providers are producing the equalities data we require to monitor outcomes. We have adopted an Enabling Commissioning Framework and this includes **guidance on how to build equalities in to the commissioning cycle**. We need to develop the application of this to understand service delivery through providers, not just through in-house services. Training for contract managers and potential providers is planned, in partnership with the VCS infrastructure organisation VOSCUR, for December 2011. In addition to this, **Health and Social Care have produced specific guidance for commissioners** on the importance of monitoring and meeting the needs of LGB people.
- Ensuring that Better use of equalities data in EQIAs. This is established but we aim to reference the data used in all EQIAs so that we are clear about the analysis undertaken in 100% of EQIAs and how we have reached our conclusions.

## Evidence :

- 3.1 CS - Somali Community Calculator
- 3.2 CS - Census - Community Engagement 2011
- 3.3 CS - Quality of Life Survey
- 3.4 Press release - UK Excellence in Research Award
- 3.5 CS - Single Customer View, and Vulnerability Study - Integrated Customer Services
- 3.6 CS - Knowing our communities - Improving data
- 3.7 CS - CS Tenant Audit and Participation Team
- 3.8 Stakeholder report 2010
- 3.9 Stakeholder report 2011
- 3.10 Bristol City Council VCS compact
- 3.12 Equalities in Commissioning and Procurement Guidance - Pages 3-5
- 3.13 LGB Commissioning Guidance - Health and Social Care - Pages 1-2
- 3.16 CSCs and CSPs Equalities Data 2010/11
- 3.17 Data packs - example showing PDF template
- 3.18 Sample Scrutiny Report - reporting equalities progress (OSM)
- 3.19 Peer Challenge example - SEG minutes
- 3.20 CS - Outcomes Based Commissioning -page 6
- 3.21 CS - Analysis of Equalities data
- 3.22 Joint Strategic Needs Assessment Group <http://www.bristol.gov.uk/page/joint-strategic-needs-assessment-jsna-main-page>

## 4. Place Shaping, Leadership, Partnership and Organisational Commitment

### Strengths include :

The **Bristol Partnership** (<http://www.bristolpartnership.org>) has led the way in establishing a vision for the city and **a set of outcomes** that partners are signed up to. These include an outcome in the **BP 2020 Plan** to "address the potential risks of the cumulative impact of the current economic and fiscal decisions affecting some communities and groups disproportionately ". The BP includes an **Equalities Action Group** <http://www.bristolpartnership.org/the-partnership/equalities-action-group>, built in to the structure to deliver equalities challenge and support. The group supports the delivery of equalities within the LSP's outcomes framework.

**Cross public sector groups** involving stakeholders have been established as a part of the Bristol Partnership' Sustainable Prosperity theme group. These include the Mental Health Employment Group, the Public Sector BME Employees Group and the Public Sector Employability Forum.

As a council we have developed our community leadership role and a **'one council' identity**. This has been communicated through the Our City magazine, distributed to all households quarterly and through clear messaging about our commitment to community cohesion, digital access and being a Green Capital. <http://www.bristol.gov.uk/page/our-city-news-magazine-residents>

Bristol was an early participator in Operation Black Vote, running a BME councillor shadowing scheme which contributed to the council winning **an award for councillor development** in 2009. The work did increase the number of BME candidates standing in local elections, although this did not translate into electoral success,

Through its equalities monitoring the council's **Government Development Service** identified that school governors across the city were not representative of the communities they served. Following targeted development work the service can now demonstrate better representation for equalities groups, including 10.5% BME representation and LGB governors up from 11 in 2009 to 19 in 2011.

Within the Bristol Partnership the Safer Bristol Partnership has delivered results in reducing crime generally with the number of violent crimes per 1,000 population going down from 1.03 to 0.68 between 2009 and 2011 and acquisitive crime from 32.87 to 20.37. The **strategy groups for Domestic Violence and Rape and Sexual Assault** have strong commitment from the council, police, CPS and voluntary sector partners. Strategies are in place and are being delivered to improve prevention initiatives and deliver better outcomes for women and children affected.

Commissioning is based on evidence of need and the council has responded to gaps in service e.g. by commissioning a Rape Crisis Centre, a service that had not existed in Bristol for 10 years. We have now merged these strategy groups to consolidate the work across the spectrum of gender violence, including trafficking and prostitution. A **Violence Against Women and Girls Strategy** is currently being consulted on which will join up all work being undertaken across the city. (Please see [www.bdaf.org.uk](http://www.bdaf.org.uk) ).

The Strategic Partnership Against Hate Crime oversees the strategy to **tackle hate crime** through the **Safer Bristol Partnership** ( <http://www.bristol.gov.uk/page/safer-bristol> ). The partnership concentrates on encouraging effective reporting and providing support to victims and resolution through the criminal justice system. Again VCS partners are key to the success of encouraging reporting and achieving outcomes for victims with SARI ( <http://www.sariweb.org.uk> ), EACH ( <http://eachaction.org.uk> ) and WECIL ( <http://www.wecil.co.uk> ) delivering victim-centred support, brokering and representation. The strong partnership working and messaging of the intolerance of hate crime has led to improved levels of reporting and follow up work, particularly in schools and in housing.

Safer Bristol has recognised that vulnerable and socially isolated individuals can be disproportionately affected by crime and ASB. Until recently we had no systematic way of identifying vulnerable victims and effectively targeting resources to support them. The Partnership has now developed and rolled out a **vulnerable and repeat victim/witness matrix** which has significantly improved the partnership's ability to identify and support those victims who are most in need.

We have strong partnership between the council and VCS advice services which has helped our communities cope with the impact of the recession and multiple changes to benefits. The **Joint Planning Board Advice Services** and the **Advice Network Project** ( [http://www.ablc.org.uk/advice\\_network.html](http://www.ablc.org.uk/advice_network.html) ) drives this joint working.

We have recently consulted on a new **Community Investment Strategy for 2012-15** which will now focus on awarding grants in three areas: Centres for Community Action, Stronger Communities and Supporting Recovery from substance misuse in communities. These three areas will focus on three outcomes, including, as outcome three, that "Inequality for deprived, disadvantaged and excluded communities is reduced". In addition to this council has recently successfully commissioned its infrastructure support services for the VCS and has ring-fenced funding for advice providers. <http://www.bristol.gov.uk/page/community-development-investments-and-grants> . This team also takes a proactive role in supporting community groups and offers **support to groups who have encountered difficulties**, ensuring that services that are crucial to minority communities are enabled to continue. **Disabled people's organisations have co-located** to strengthen service delivery and their public profile.

**Leadership of the equalities agenda.** We have developed strong internal structures to give focus and direction and to drive and **mainstream the equalities agenda**. This includes a **Strategic Equalities Group** chaired by our Strategic Director of CYPS. The SEG is clear in its vision, setting three key internal equalities priorities each year for the

council and cascading these through **Directorate Equalities Groups** (see **Equalities Structure Chart**).

Our equalities lead officers come together quarterly as the **Corporate Equalities Practitioners Group**. This group provides a focus for developing practical mechanisms to roll out and deliver our equalities priorities and for ensuring a consistent approach to, for example, EQIAs. A **Corporate Equalities in Employment Group** has recently been established to maximise input from HR and the SOG representatives, who felt CEPG's focus on service delivery was not using their time to maximum effectiveness.

We link and share practice with other public bodies in the city through various structures including the Equalities Action Group of the Bristol Partnership, the Bristol Equalities Health Partnership (BEHP) and a **Multi-Agency Equalities Practitioners Group** and this group, together with the EAG of the Bristol Partnership, is working to track spending cuts across agencies with a view to mitigating cumulative impacts on vulnerable people.

Strategic Directors act as champions for specific areas of equality (disability equality, LGB and T, race, gender, young people). For example Graham Sims, Strategic Director for Neighbourhoods and City Development is the long-term champion of BME employees and workforce diversity. This is evidenced in the BME action plan, messaging about the workforce diversity priority and positive action initiatives launched on the intranet.

**Political leadership on equalities** has been sustained throughout changes in the administration and sits at the highest level. The Leader of the Council, Councillor Barbara Janke, holds the portfolio for Equalities and Community Cohesion. She has actively championed city-wide partnerships in Bristol such as **City of Sanctuary** which led to council endorsement in 2010 and Bristol becoming one of the first five CoSs with a launch in 2011. The previous holder of the portfolio, Executive member Gary Hopkins, was instrumental in the council signing up to be Stonewall Education Champions.

Our scrutiny commissions have taken a strong interest in Equalities topics and performance. We have a Community Safety and Cohesion Scrutiny Commission and the Overview and Scrutiny Management Committee tracks performance against the SES. Members take a strong interest in understanding our equalities challenges and in developing policy and thinking through scrutiny enquiry days. **Scrutiny enquiry days** that have resulted in council and partner action include Domestic Violence, ESOL, Child Poverty, **Human Trafficking and Teenage Pregnancy**.

The reduction of teenage conceptions has been a high priority for Bristol City Council since the introduction of the **Teenage Pregnancy** strategy in 2001. The strategy has been delivered in partnership with NHS Bristol and other voluntary organisations.

As a part of the council's commitment to ensure the commemorations of Abolition 200 left a lasting legacy for the city, a **Legacy Commission** was established. The commission focuses on community involvement and long-term improvements to services and opportunities for African and African-Caribbean residents through the introduction of programmes that strengthen education, training and cultural opportunities for BME people.

**Community Cohesion.** A Community Cohesion strategy has been developed through extensive consultation with organisations, officers and agencies. It includes detailed feedback from equalities groups, which helped shape the strategy in a number of areas, including embedding a cohesion element into EQIAs, improving the council's position in the Stonewall Index and focussed work through the **Institute of Community Cohesion (ICoCo)** to help schools meet their responsibilities re: community cohesion. (**See 6.8**).

Through this strategy and its task group, community cohesion has been embedded across city council departments and with partner agencies and many departments now have identified community cohesion actions to deliver. These range from work with older people through LinkAge - including intergenerational work, work to support new migrant communities like the Roma Gypsy, **Polish and Somali communities** (eg. research into **Somali Advice Needs**) and tackling negative perceptions on social housing allocation.

In addition to this work, Prevent funding has been used in Bristol to develop a "**Building the Bridge**" initiative across the city. This is a successful partnership of Bristol's Muslim communities, council, police, health service and other key agencies which has brought positive outcomes and delivered many grass roots projects. Muslim communities now have a much stronger role in the city's civic life, Muslim women are working collectively through the Muslim women's network, young people are involved in a range of projects and the Naseeah project offers support to those vulnerable to radicalisation.

**Organisational Development.** Leadership of the **Managing Diversity** agenda by senior managers has been energised through a 2011/12 programme of training. 150 managers have completed a mandatory two day programme which included project work, and there is hard evidence that there is increased understanding and confidence to lead the work to improve recruitment, retention and promotion of BME staff. Following this programme we have commissioned an equalities e-learning package that will be rolled out to the wider workforce, to ensure that all staff understand the Public Sector Equality Duty and their role in delivering our equalities responsibilities and aspirations.

We have developed an **Equality and Diversity Learning Strategy** detailing the training offer to support our equalities aims. It has a strong focus on developing a workforce that is culturally competent and able to respond to the needs of our changing population.

#### **Key areas for improvement include :**

- Developing our partnership approach to managing the impact of budget reductions and welfare reforms on our most vulnerable people. Different public authorities are at different stages in their budget cycles and therefore their EQIAs are being developed at different times. We plan to invite key partners to the BCC MTFP EQIA consultation on 18<sup>th</sup> November 2011. We will prepare for this through the MAEPG.
- Developing organisational commitment through the next layers of management and throughout the organisation. We have commissioned equalities e-learning training for managers. When this is completed managers will attend specific additional training on the protected characteristics and EQIAs as part of the wider Equalities Training strategy. Pilots for 4-5<sup>th</sup> tier managers will commence in November 2011 with full roll out from March 2012. We will then extend the e-learning to all staff to be rolled out from April 2012.

#### **Evidence :**

- 4.1 Bristol Partnership 2020 outcomes
- 4.2 Bristol Partnership 2020 plan
- 4.4 Elected Member Development - OBV. Page 1.
- 4.5 CS - Governor Development Service
- 4.6 Governors Ethnicity breakdown (NOBT=Not Obtained)
- 4.7 Governor Other Equalities breakdown (NOBT=Not Obtained)
- 4.8 Domestic Violence and Abuse Strategy - Pages 5-7
- 4.9 Draft Violence Against Women and Girls Strategy - September 2011 - Pages 5-9 and 11-14
- 4.10 CS - Hate crime partnership work
- 4.11 Hate Crime Needs Assessment 2011- Page 4
- 4.12 ASB risk assessment matrix
- 4.13 Community Investment Strategy - Pages 1-6
- 4.14 CS - Proactive Support to Equalities Community Groups

- 4.15 CEEG Terms of Reference
- 4.16 CEPG Terms of Reference
- 4.17 Press releases re: mainstreaming equalities - 2011
- 4.18 CS - Strategic Equalities Group - Embedding Equalities
- 4.19 Equalities Delivery Structure
- 4.20 CS - MAEPG**
- 4.21 Scrutiny report - Human Trafficking - Summary
- 4.22 Scrutiny report - Teenage Pregnancy - Pages 1-6
- 4.23 CS - Teenage Pregnancy partnership work
- 4.24 Legacy Commission Annual Report - particularly Chair's Report
- 4.25 Somali Community Advice Needs Report - Page 3
- 4.26 CS - Polish Community
- 4.27 Building the Bridge report
- 4.28 Managing Diversity Training Evaluation Report - Pages 8 and 9
- 4.29 Equalities Learning Strategy 2011-14 - Pages 1-3
- 4.30 Polish Welcome to Bristol pack - particularly the introduction
- 4.31 Somali Welcome to Bristol pack - particularly page 6
- 4.32 Departmental Equalities Groups Terms of reference template
- 4.33 CS - Community Cohesion and Community Development
- 4.34 Community Cohesion Strategy - particularly Section 1.
- 4.35 Councillor Handbook. pp64, 65 and 73-75.
- 4.36 Co-location of disabled people's organisations

## 5. Community Engagement and Satisfaction

### Strengths include :

**Equalities Forums.** The council has a long-standing commitment to supporting consultation forums to ensure that the voice of equalities communities is able to influence policy and decision-makers. We invest in a **Disability Equality Forum** ([www.bristoldef.org.uk](http://www.bristoldef.org.uk)) which voices the views and concerns of disabled people about social care provision and charging policy and access to Homechoice (housing allocations) among other issues. We also fund **Bristol Older People's Forum** ([www.wellaware.org.uk/organisations/453-bristol-older-peoples-forum](http://www.wellaware.org.uk/organisations/453-bristol-older-peoples-forum)) which has a wide constituency of over 3,000 older people who are represented on the Older People's Partnership Board, shaping services for older people. This forum carries out research on issues of importance to older people and feeds this in to service providers (e.g. transport and footcare provision).

**Bristol Multi-Faith Forum** ([www.bristolmultifaithforum.org.uk](http://www.bristolmultifaithforum.org.uk)) is grant funded; bringing together people from different faiths and increasing wider community understanding of the role of faith in cohesion and the quality of life of our communities. They also organise our annual 'Diverse Doors Open Day' when the public visit mosques, gurdwaras, synagogues and other places of faith.

**LGBT Bristol** (<http://lgbtbristol.org.uk>) has been hugely influential and an essential partner in driving our improvements to LGB and T equality, including work in schools. The forum has been instrumental in working with the Registry Office for the introduction of Civil Partnerships, working with schools on the Stonewall Education Index, jointly developing an action plan for tackling homophobia in schools and campaigning for pro-active council involvement in supporting LGBT events such as Pride Bristol (<http://www.pridebristol.org>).

Bristol Women's Forum was an internal structure and it closed in June 2011 in response to the findings of commissioned research that showed women in the city favoured a new independent model, provisionally called **Women's Voice and Influence**. This is now being developed to act as a voice and influence structure for women's issues. Similarly we are supporting a **BME Voice and Influence** Steering Group to identify the best way of harnessing BME voices to impact on the council and other providers.

The voice of Disabled people is at the forefront of our work to improve access to council buildings and services and the wider built environment. **Bristol Physical Access Chain (BPAC)** is a group of disabled people that carries out access audits and makes representation to planners, developers and service providers to ensure an accessible built environment. 85% of council buildings with public access are now accessible from a starting point of 30% in 2001. In 2011 the group has worked with the council to update the Environmental Access Standards and to produce a Bristol City Centre Access Guide.

Health and Social Care support **five forums for carers**, the Physical and Sensory Impairment Improvement Group, the Mental Health Partnership, the Learning Difficulties Partnership and the Older People's Partnership Board for a number of years, all groups involve stakeholders and increasingly are engaging in commissioning processes.

CYPS supports our participation in the **Youth Parliament** ([www.goplacesdothings.org.uk](http://www.goplacesdothings.org.uk)) and supports forums of young people – BME, LGB and T ([www.freedomyouth.co.uk](http://www.freedomyouth.co.uk)) and Disabled young people (Listening Partnership [www.wecil.co.uk](http://www.wecil.co.uk)). These groups have been active in voicing young people's priorities and the issues they raise have been embedded in the needs assessment that will determine the services we commission through 'Youthlinks' – positive activities and support services for young people.

We have strong participation and advocacy arrangements for **children in care** and care leavers e.g. the Children in Care Council actively influences local policy and practice. This is evident in our training for social workers and carers and the R Voice magazine. CiC also participate in commissioning decisions for services that affect them ([www.rvoice.co.uk](http://www.rvoice.co.uk)).

Our cultural offer has developed significantly with the opening of the award winning extension to the Colston Hall in 2009 and of the M Shed in 2011. The Colston Hall won the top prize in the Access For All awards in 2009 and Gold in the South West Tourism Awards 2010 ([www.colstonhall.org](http://www.colstonhall.org)).

**The M Shed** ([www.mshed.org](http://www.mshed.org)) is a 'living museum' developed to tell the stories of Bristol's diverse communities. The Bristol People gallery features an exhibition people have challenging for their rights over time, and an exhibition about Bristol's involvement in the transatlantic slave trade. Bristol Legacy Commission has advised on museum content as have many communities including LGB and T people, Disabled people, new communities and people who have come to Bristol to seek refuge over the last 70 years.

Bristol has a very rich calendar of **equalities led events** through the year that the wider community participates in. The events provide wider public education and build cohesion.

Our work on **Deaf equality** is innovative and nationally recognised and has improved how we relate to and respond to the needs of BSL users in our community.

Our **Tenant Participation Team** works to ensure that our diverse tenants have a voice and that we understand their needs and improve customer satisfaction.

<http://www.bristol.gov.uk/page/tenants-get-involved>

To ensure that our devolved decision-making and engagement structures are inclusive of equalities communities, Neighbourhood Partnerships include at least one equalities representative who supports the partnership to identify and consider equalities implications for the area. <http://bristolpartnership.org/neighbourhood-partnerships>.

Our work with **Gypsy and Traveller communities** has helped us assess housing and service needs and achieve the building of a new permanent site in the Ashton Vale area of

the city. The new site was accompanied by a community cohesion action plan and publication of a mythbusting booklet about the GRT community <http://www.bristol.gov.uk/page/mythbusting-booklets-about-equalities-groups> . The work done to establish this site is quoted in the EHRC report, "Gypsies and Travellers: Simple solutions for living together": <http://www.bristol.gov.uk/page/gypsy-and-traveller-sites> .

As a part of our ongoing commitment to busting commonly held myths about people from minority groups the council has commissioned a number of booklets as well as that on Gypsies and Travellers. All booklets have been commissioned in response to specific local events, such as the rise in Islamophobia following the 7/7 bombings and to allay community fears, promote equalities and eliminate discrimination. <http://www.bristol.gov.uk/page/mythbusting-booklets-about-equalities-groups>

Planning have a good track record of dealing robustly and appropriately with **racist planning objections** and engaging communities to overcome tensions associated with new developments where there is a likelihood of community backlash. For example, when dealing with applications to build or convert a building to a mosque.

The council's **waste doctors** have undertaken pro-active work to increase recycling and to introduce communal bins in areas where people generally kept their bins on the street. Following the EQIA process various changes to the way the projects were implemented were introduced. The introduction of communal bins has proved hugely successful and popular, as evidenced by **a recent customer satisfaction survey**.

#### **Key areas for improvement include:**

- Better coordination of consultation and opportunities for communities to influence – including clear questions and avoidance of duplication and community ‘fatigue’. A task group has been established involving the Tenant Participation Manager, the HSC manager supporting their five engagement groups, the ECCT and VOSCUR.
- Improving our reputation for listening and responding to community concerns and being clear about where our powers begin and end e.g. Bristol Fawcett concerns about some of our licensing decisions.

#### **Evidence:**

- 5.1 CS - Equalities Forums
- 5.2 Women's Voice and Influence Report - pages 14, 15 and 26
- 5.3 BME Voice and Influence Consultant's Brief
- 5.4 CS - BPAC
- 5.5 Terms of Reference for HSC engagement groups
- 5.6 Youth Links [www.bristol.gov.uk/press/children-and-young-people/views-sought-new-youth-links-services](http://www.bristol.gov.uk/press/children-and-young-people/views-sought-new-youth-links-services)
- 5.7 CS - Museums and Development of M shed
- 5.8 CS - Events 2010-11
- 5.9 CS - Deaf equality work
- 5.10 CS - Tenant Audit and Participation Team
- 5.11 CS - Planning application for a mosque
- 5.12 Protocol - How to deal with racist objections to planning applications.
- 5.13 CS - Waste Doctors
- 5.14 Communal bins Customer Satisfaction Survey
- 5.15 BOPF Annual Report summary 2010

## **6. Responsive Services and Customer Care**

#### **Strengths include :**

The overall level of satisfaction with customer services increased across the council in 2010/11 from 90.9% to 91.45% and, specifically, for BME communities and disabled people from 90.3% to 92.6% and 86.31% to 88.36% respectively (See 3.18)

**There is effective guidance and a standard template for EQIAs** that have been updated to reflect the new public duties that came in to effect April 2011 and the Equalities team have been working to ensure an effective EQIA process.

The Centre of Excellence Team supports our **Transformation programmes**. All staff within the team have been trained on undertaking equalities impact assessments, the project and programmes lifecycle indicates where EQIAs must take place and a specific template has been developed to EQIAing initial proposals.

During the EQIA consultative process on last year's round of budget cuts some VCS groups raised concerns about the processes being followed in the **de-commissioning of services**, leading to changes in some de-commissioning decisions and changes in the procedures being followed.

Following a successful campaign led by the Joint Planning Board Advice Services and the Advice Network Project the decision was taken to preserve our in-house advice resource, the Welfare Rights and Money Advice Service. **WRAMAS runs regular benefit campaigns** and every year directly helps people claim about £3 million as a direct result of such campaigns and ongoing casework.

**Raising the level of BME achievement in schools.** We have successfully supported schools over the last few years to raise the achievement levels of children and to narrow the gap for children from some BME groups that achieve below the average. The BME action plan captures our commitments and relevant outcomes include reducing exclusions of BME children and improving reporting and resolution of racial, homophobic and sexual harassment in schools.

The council identified that we needed to research and consider the impact of pupil population change on our schools. We commissioned the Institute of Community Cohesion to research the impact of this and the policy implications for the education service in Bristol. In 2009 **ICOCO published their findings**, identifying the key issues that needed to be considered in planning schools, education and young people's services and in responding to the duty to promote community cohesion. This report has informed actions and work plans within CYPS, in other areas of the council and in the Bristol Community Cohesion strategy.

In 2010 Bristol City Council's **Adoption Service was judged by Ofsted to be outstanding**. Bristol is currently the only large city in England to have an adoption service rated as outstanding. The inspectors found all areas of the service to be outstanding and that all of the recommendations from their previous inspection report had been implemented.

Also in 2010 our **Safeguarding and Looked after Children services** in the city were cited by Ofsted as "Good", **with our partnership work on FGM** being particularly singled out for praise. In June 2010 a **Forced Marriage and Safeguarding group** was set up and the group has recently prepared "Forced Marriage and Safeguarding; A Practice Guide" which will be presented to the Safeguarding Board for approval.

The council has developed its services to **disabled children and young people**. Two flagship projects have been the development of the Lawrence Weston Children's centre and the increase in out of school activities for disabled children and young people. A new £4.1 million specialist children's centre opened in September 2011, with a particular focus on supporting families of disabled children. A key partner for the new specialist centre is

the Bluebell Valley nursery, recognised by OFSTED as being outstanding for its approach to the inclusion of disabled children and families and a close partner in working with the local authority to develop its Inclusion Standard (2002-10)

<http://www.bristol.gov.uk/press/children-and-young-people/new-%C2%A341-million-specialist-children%E2%80%99s-centre-opens> .

The council works to a **Disabled Parents Protocol** the aim of which is make sure that disabled parents and their children:

- have their health and social care needs properly considered (assessed); and
- services are focused on meeting those needs effectively. Services for disabled children have improved over the last few years, particularly the provision of therapies, equipment and **short breaks** which was the area with the greatest investment from the government's national Aiming High Programme 2008-11. This improvement has been achieved through focussed commissioning, additional Health funding and more streamlined provision across child and mental health services for children with complex needs. It includes having a comprehensive and well publicised range of out of school activities for disabled children and the provision of accessible information on the council's innovative website **Making Ends Meet** - at <http://www.joint-reviews.gov.uk/money/children/4-27.html> .

**Older People's Services.** Bristol City Council engages with older people on service improvement and design through its '**Older People's Partnership Board**' and various other mechanisms. (see **Putting People First - Promoting Equality and recognising Diversity**).

**Health and Social Care.** Since 2008 we have been engaged in **transforming the way our adult care services are delivered** with the aim of providing easy access to services, real choice in the help received and maximum control over the way service users live their lives and to ensure they are treated with dignity and respect. A key element of this programme is self-directed support and the provision of personal budgets. **Service users were involved in the design of how this service would be implemented** and continue to be consulted on service delivery through established mechanisms (see **Engagement in Commissioning**). As a part of this process it was decided that the service was not reaching **BME elders** and a specific project was designed to ensure that they were consulted with and informed of services available.

**Positive Minds service in Hartcliffe and Withywood.** The PCT carried out a health audit of the Hartcliffe and Withywood area and the results were very clearly exposing common mental health problems as a primary area of great unmet need. The Joint Mental Health Commissioning Team in BCC Health & Social Care and NHS Bristol worked as part of a group with various stakeholders in the area over two years, including: Neighbourhood Renewal; the Community Partnership(HWCP); local residents; local employment, health, drug/alcohol and other groups; AWP (the Mental Health NHS Trust).

The council has a **Sport Health and Development team** who work to ensure that Bristol citizens are enabled to live healthy lives. The promotion of physical activity is supported by work to **improve access to parks and play areas**.

The council's in-house **Gypsy and Traveller Team** work in partnership with the NHS on the 'Delivering Race Equality' in mental health services and 'Pacesetters' programmes undertaking outreach and engagement work, cultural awareness training as well as support and advice to both service users and providers.

Our Gypsy and Traveller team also run a drop-in advice service for the **Rroma community** once a week to respond to this new and seriously disadvantaged new

community. Two professional advice workers, parenting advisors provide a crèche and advice and three interpreters (Romanians and Czech) offer support each week at a local church where many of the Roma attend. The drop-in is known as 'Helpful Thursdays' by the community and very much valued.

The council's **Housing and Homelessness service** underwent a service review during 2009. The review was subject to a full EQIA and a number of issues that arose out of consultation were incorporated into the review.

We have used equalities data about our **housing allocations system (Homechoice)** to address lower participation levels by disabled and older people. When people from these groups register they are now offered a home visit to identify access needs and support to use the system. We have seen increases in the numbers of bids from older and disabled people resulting from this intervention (**SES outcome NH551 and NH 552**).

We have a **Translating and Interpreting Service in-house** and the service covers its costs as a business unit. We offer high quality interpreting and translated materials, meeting the needs of newer communities and responding to changes in demand. We recruit local people who speak our most commonly used community languages. The service is the only known interpreting provider to language assess its interpreter applicants at interview. The service meets the needs of council services and external partners with high demand from health services. [www.bristol.gov.uk/tis](http://www.bristol.gov.uk/tis)

**Asylum-seekers**, including unaccompanied young asylum-seekers, are well-supported through a dedicated team in CYPS, co-located in a social care office in central Bristol. [www.bristol.gov.uk/asylum](http://www.bristol.gov.uk/asylum)

The **Migration Impact Fund** was introduced by the Department of Communities and Local Government in 2009, as a way of supporting public services meet the extra demands newly arrived migrants make on public services. We successfully drew down £400k in MIF funding. This has delivered targeted support to children in schools through improved induction and assessment for newly arrived pupils, increased parenting support including English language skills and development of staff skills.

**We've improved our listening and responses to the LGB community.** In 2008 a group of parents of primary school children objected to school library books containing reference to same sex relationships. The council agreed to a temporary book amnesty to give time to work with the parents and dispel myths about what was being taught. However, the LGB community saw the council as homophobic in this response believing that they were backing the parents, at least in the first instance. Since 2008 the council has been working hard to rebuild its relationship with the LGB community and with LGB staff. The council has supported many pieces of **LGB equality work**, including Pride Bristol which was re-launched following many years with no Pride. The council is now in the top 100 of the **Stonewall Workplace Equality Index (76th)** and the top 10 of the first **Stonewall Education Index**.

**Licensing enforcement and the LGB community.** Due to the good relationship that has now been built up between the equalities team and the LGB community the team were contacted by an LGB owned business who felt that they were being "harassed" by the council's licensing team. The equalities team were able to work with the Service Director of Safer Bristol to defuse the situation and ensure a positive and satisfactory outcome for both the business and the city council's licensing department.

Safer Bristol's Substance Misuse Team facilitated the development the **Service 'User Feedback Organisation** (UFO) in 2004. UFOs members sit on several of the strategic groups in Bristol and have one vote on the Joint Commissioning Group

**Food safety and enforcement.** In 2008 our EQIA showed a disproportionate level of non-compliance and enforcement activity, with respect to food safety regulations in restaurants and takeaways serving South Asian and Chinese cuisine food so the team decided to deliver targeted training in community languages.

**Libraries.** The council has committed to ensure that our libraries remain staffed despite the introduction of self service machines. At a time when some communities across the UK are concerned about losing library services, working in partnership with the VCS, Bristol has secured funding to build **a new library** to serve the growing inner city communities of St Pauls and Easton.

**Community transport.** As part of its programme to integrate the transport services managed and procured by the council we propose to formally procure our community transport services. Following representations from disabled people a fuller consultative process is being rolled out. This will ensure a full assessment of the transport needs of disabled and older people and should result in the best service being procured under the guidance of our new **Enabling Commissioning Framework**  
[www.bristol.gov.uk/page/enabling-commissioning](http://www.bristol.gov.uk/page/enabling-commissioning)

The council tries to find innovative solutions to specific requests. The concessionary fare team received a request from an individual aged over 65 who identified as Transgender who wished to have two **concessionary bus passes issued in their two identities.**

We commissioned **Gold training for taxi drivers** which has developed the skills of 160 drivers in providing a service to disabled people and in welcoming people to Bristol. (Evidenced in BPAC Case Study - 5.4).

#### **Key areas for improvement include :**

- Improving customer satisfaction in some areas. Customer satisfaction is monitored for Customer Service centres and Customer Service Groups and for some services through the Quality of Life Survey. The Place Survey and Tell Us surveys are no longer undertaken in line with the reduction in national indicators. The council is undertaking transformation programmes in CYPS and HSC and for customer services, transport and to reduce the number of workplaces. As part of all programmes, decisions need to be taken as to what satisfaction surveys need to be undertaken to monitor progress.
- Putting systems in place so that we never fail to produce effective EQIAs. This is embedded into the MTFP process, reviews of all HR policies and into transformation programmes and projects processes.

#### **Evidence :**

- 6.1 EQIA standard form
- 6.2 EQIA guidance
- 6.3 CS - Ensuring effective EQIAs
- 6.4 CS - Embedding EQIAs in Transformation Process
- 6.5 CS - Equalities in de-commissioning
- 6.6 CS - WRAMAS Benefit Take up campaign
- 6.7 CS - Raising the level of BME achievement in schools**
- 6.8 ICOCO Report
- 6.8a CS - Community Cohesion work in schools
- 6.9 CS - Adoption Services
- 6.10 OFSTED Report Adoption Services - particularly page 8

- 6.11 CS - Safeguarding, Looked after Children and FGM
- 6.12 CS - Forced Marriage
- 6.13 OFSTED Report Safeguarding Services, particularly paras 11, 12 and 24.
- 6.14 Disabled Parents Protocol
- 6.15 CS - Disabled Children - short breaks (see 6.29 for protocol)99
- 6.16 CS - Older People's Services - Particularly page 1.
- 6.17 CS - Health and Social Care Transformation
- 6.18 CS - Involving customers in determining service delivery
- 6.19 Engagement in Commissioning cycle
- 6.20 CS - and Options paper - BME elders engagement. Particularly pp 1-3.
- 6.21 CS - Development of Positive Minds Service
- 6.22 CS - Sport, health and development team
- 6.23 CS - Housing and Homelessness
- 6.24 CS - Migration Impact Fund
- 6.25 MIF Support to Schools Programme, particularly page 1.
- 6.26 MIF Action Planning Tool Kit - page 1.
- 6.27 MIF Project Evaluation - page 28.
- 6.28 CS - Development of LGB equality
- 6.28a CS - LGB Equality in schools
- 6.29 Short Breaks Provision Protocol (see 6.15)
- 6.30 CS - Substance Misuse Service User Involvement (see also 6.38)
- 6.31 CS - Food safety and enforcement
- 6.32 CS - Libraries
- 6.33 CS - Library - new at Junction 3
- 6.34 CS - Community Transport
- 6.35 CS - Transgender and concessionary travel passes
- 6.36 CS - Halal Kitchen
- 6.37 CS - HIV conference
- 6.38 Report - LGBT Community Project - Substance Misusers Involvement
- 6.39 BME Tenants Satisfaction survey
- 6.40 CS - Homechoice
- 6.41 Homechoice data
- 6.42 Report - responding to the needs of the Rroma community, particularly Introduction
- 6.43 CS - Promoting access to parks and play areas
- 6.44 CS - Engaging SMEs and BMEs in commissioning

## 7. A Modern and Diverse Workforce

### Strengths include :

Our **People Strategy 2010-15** sets out our commitments to modernising the workforce and harnessing and developing talent. Embedded in this is the priority to increase workforce diversity, for example, through an established programme of positive action graduate traineeships. <http://stskb999.bcc.lan/hrselfservice/cwdocument470.htm>

**Increasing ethnic diversity in the workforce:** In 2008 the Strategic Equalities group prioritised identifying actions that could be delivered to increase recruitment, retention and promotion of BME staff. An external consultant was commissioned to review any institutional barriers to BME staff's recruitment, retention and progression. The report findings were presented to SLT in December 2008. This led to 25 projects being identified in the report, '**Improving BME Representation in Bristol City Council**', launched at a 'Widening the talent Pool' conference in Sept 2009. The report had senior management approval and its implementation is led by Graham Sims, Strategic Director.

We are following this up with a WtTP2 conference to develop the confidence and know-how of our managers in improving workforce diversity (7.4% of our workforce is BME compared 13.5% in the city). The gap between BME staff perceptions of leadership and perceptions of the workforce as a whole has narrowed since 2008. In the 2011 staff survey 32% of BME staff considered strategic leaders will act on the findings of the survey (compared to 27% overall) and 40% of BME staff were satisfied with strategic leadership (compared with 42% overall).

Also as a direct result of the improving BME representation report a **Managing Diversity training programme** was launched and made mandatory for all 1st to 3rd tier officers. **Evaluation of this Managing Diversity** programme has shown an increased understanding of the organisational levers that create inequality and the training has produced a reinvigorated appreciation of equality at the top of the organisation. Participants have planned actions that are included in 2011/12 service plans and there is improved joint working between HR and Equalities to support managers in leading on the diversity agenda.

A number of managers are now engaged in a **reverse mentoring scheme** where BME staff mentor managers to share knowledge and expertise about Bristol's diverse communities and creative ideas for improving diversity.

In order to ensure we appoint managers who understand diversity it was decided to ask **community representatives** to participate in the appointment process for first and second tier appointments. The candidates were required to write 500 words on a real issue and then take questions to a facilitated group of these representatives. This process has enabled the council to appoint managers who have demonstrated their ability to show that they can listen to and respond to diverse representations from service users.

Through HR data analysis it was identified that BME employees were disproportionately represented in the Council's statistics regarding grievance submissions and disciplinaries. In line with the People Strategy the **Grievance and Disciplinary Procedures were reviewed** to make them more concise and user-friendly and introducing an informal grievance stage.

Growing and nurturing the younger workforce is a corporate priority within our People Strategy and since 2009 the council has been running an **apprenticeship** scheme and a scheme of **subsidised internships**. During 2010 one of our interns worked on updating our **Religion and Belief guidelines for Manager and Employees**.

In 2006, a working group was formed to develop an **ICT protocol for disabled staff** which has led to a significant improvement in the quality of technical support from ICT and in its ongoing communication with disabled staff.

**Out in the Workplace:** We introduced this pack in 2010 to give managers practical tools to ensure that lesbian, gay and bisexual people feel safe in the workplace. (See also evidence - **LGB Equality - the journey**). The council has improved its standing in the **Stonewall Workplace Equality Index** and is now in the top 100.

**Transgender and employment - A guide for Managers.** Following some specific queries to the equalities team around managing the transition process in the workplace guidelines for managers were produced. In addition one of our Transgender employees produced responses to what they considered to be Frequently Asked Questions on Transgender issues. At the same time training on Transgender issues was provided across the council, bought in from Gendered Intelligence. This course has been run five times over the last three years, with just under 200 people receiving the training.

**Worklife Balance and gender at work:** The council introduced its worklife balance policy in 2000 and it has a history of being well-used by both women and men. The council takes a proactive approach to gender equality and has led campaigns against domestic violence and has its own **domestic abuse guidelines for employees**.

**Equal Pay:** in 2007 we undertook an **equal pay audit**. following our early introduction of an equalities proofed job evaluation scheme. The audit identified the gender pay gap in BCC but also that for disabled and BME staff. A number of recommendations were implemented including the phasing out of bonuses. The last remaining bonuses are in Landlord Services and these will be phased out 2011/12 as part of service transformation.

There are five (BME, LGB and T, Women, Disabled people and Young people) **self-organised employee groups** that challenge us to improve our employment practice and give direct support to employees from equalities groups. These SOGs meet with SLT annually to present priorities for leadership action, and with HR managers quarterly. The Terms of Reference under which these groups operate is currently under review.

Our **Equality and Diversity Learning Strategy** sets out our proposals for the training that employees and councillors will be offered, based on business needs. (**See 4.29**)

#### **Key areas for improvement include:**

- Keeping up the momentum to ensure Managing Diversity aims are followed through and our workforce becomes more diverse even as we reduce staff numbers
- Improving workspaces through New Ways of Working so that disabled employees have equal access
- Resolving grievances and disciplinaries at an early stage, avoiding the need for formal procedures.
- Developing the People Strategy to include more detail and strengthened commitment around equalities.
- Responding to lower satisfaction levels among disabled staff in **2011 staff survey**.

#### **Evidence :**

- 7.1 People Strategy 2010-15 pp 1-9
- 7.2 Improving BME representation in BCC report pp 3-5
- 7.3 CS - Managing Diversity Training
- 7.4 Managing Diversity Training Evaluation Summary, particularly pp 8-9 (also in Place Shaping)
- 7.5 CS - Reverse Mentoring
- 7.6 CS - Grievance and Disciplinary procedures
- 7.7 CS - Apprenticeships
- 7.8 CS - Interns
- 7.9 Religion and Belief Guidelines for Managers and Employees
- 7.10 CS - ICT Disabled people protocol
- 7.11 Disabled staff ICT protocol
- 7.12 CS - Out in the Workplace
- 7.13 Out in the Workplace pack
- 7.14 Stonewall Index submission 2012 - for evidence only
- 7.15 Transgender - guidelines for managers
- 7.16 CS - Worklife Balance
- 7.17 Good Practice Guide to Employing Disabled staff
- 7.18 Domestic Abuse Guidelines for employees - 1.1-8.3
- 7.19 NOPs Equalities data
- 7.20 SOG key issues for SLT June 2010
- 7.21 Equal Pay Audit
- 7.22 Equal Pay Report
- 7.23 Self-organised groups protocol
- 7.24 Review of SOG protocol
- 7.26 Staff survey 2011- Equalities Analysis Appendix - confidential - EMBARGOED UNTIL NOVEMBER 2011 - not uploaded
- 7.27 BME Action Plan Progress report
- 7.28 Improving BME representation 2009 research - pp 4-6

## Appendix One - Acronyms

ASB - Anti Social Behaviour  
BDAF - Bristol Domestic Abuse Forum  
BEHP - Bristol Equalities Health Partnership  
BME – Black and minority ethnic  
BSL – British Sign Language  
CiC - Children in Care  
CoS - City of Sanctuary  
CS – Case Study  
CSC - Customer Service Centre  
CSP - Customer Service Point  
CYPS – Children and Young People’s Services  
EACH – Educational Action Challenging Homophobia  
ECCT - Equalities and Community Cohesion Team  
EHRC - Equalities and Human Rights Commission  
EQIA – equalities impact assessment  
ESOL – English for Speakers of other Languages  
FGM – Female Genital Mutilation  
HR - Human Resources  
HSC - Health and Social Care  
ICoCo – Institute of Community Cohesion  
ICS - Integrated Customer Services  
ICT - Information and communication technologies  
IDAHO – International Day Against Homophobia  
JSNA - Joint Strategic Needs Assessment  
LARIA - Local Authorities Research and Intelligence Association  
LGB and T - Lesbian, Gay, Bisexual and Transgender  
LSP – Local Strategic Partnership  
MIF – Migration Impact Fund  
MTFP - Medium Term Financial Plan  
MAEPG – Multi Agency Equalities Practitioners Group  
NOBT - Not Obtained  
NOPs - New Opportunities scheme  
NP- Neighbourhood Partnership  
ONS – Office for National Statistics  
OPPB - Older People's Partnership Board  
PSED – Public Sector Equalities Duties  
SARI – Support Against Racist Incidents  
SEG – Strategic Equalities Group  
SES – Single Equality Scheme  
SLT - Senior Leadership Team  
SW - South West  
VCS – voluntary and community sector  
VOSCUR – the infrastructure organisation for the VCS  
WECIL – West of England Centre for Independent Living  
WtTP - Widening the Talent Pool