1. **Review Team**

Maria Nash – OD Project Manager; and
Caroline Anderson – Head of O&ED.

2. **Aims and Purpose of the Organisation and Employee Development (O&ED) Strategy**

2.1 Greenwich’s first Council-wide Organisation and Employee Development Strategy was produced in December 2003. Its key purpose is to bring together the wide range of activities and functions currently being delivered and/or planned, which support the development of the organisation and its staff, to ensure that they are both complementary and clearly focused on delivering the Council’s key priorities and objectives. The over-riding objective of the O&ED Strategy is:

“To support the Council’s ability to meet its corporate and service priorities through its staff; and to build its capacity to meet new challenges and changing priorities within the context of continuous improvement.”

2.2 The main priority areas of the strategy are:

- **Promotion of the Direction and Ethos of the Council**
  Focusing on embedding the value and vision statement and implementing cross-departmental understanding and working.

- **Support for New Ways of Working and Planning for the Future**
  Building managerial and organisational capacity focusing on procedure and processes which develop the ability, skills and shape of the workforce to meet new and changing responsibilities. Introduce and support the concepts of workforce planning and workforce development.

- **Management of Attendance**
  Securing commitment through involvement and communication initiatives which promote a culture of attendance. Promotion and transfer of responsibility for and ownership of managing sickness absence into the supervision structure of the Council.

- **Support for 24/7 and e-Government Vision**
  Including the training and development requirement arising from the implementation of the SMART Plan and the promotion of e learning.

- **Promotion of Equality and Equity**
  Ensuring the Council meets its statutory and moral responsibilities in respect of the equality agenda, including review of the current corporate training programmes.

- **Embedding a Performance Management Culture**
  Embedding of the Performance Review and Development Scheme (PRADS) and the training and development requirement arising from it.

2.3 In an ideal world, implementation of the O&ED Strategy would result in all staff, regardless of ethnicity, gender, age, disability or sexual orientation, having equitable access to training and development activities. It would also result in staff
understanding their responsibilities under equalities legislation and developing their appropriate skills in this area.

2.4 Human Resources and Organisational Improvement have prepared a Human Resources Diversity Strategy to which the O&ED Strategy is closely linked.

3. **Relevance and Proportionality.**

3.1 The O&ED Strategy is relevant to race, gender, age, disability and sexual orientation (though this last category is not currently monitored).

3.2 The strategy itself is a high-level policy document supported by a programme of action to be implemented largely by the Organisation and Employee Development Unit but with input from the Communications, Human Resources, Neighbourhood Renewal and Economic Development Units. The Strategy was approved under delegated authority by Greenwich Management Team in December 2003. The implementation of the associated action plan is on-going.

4. **Scope and Focus of the Equality Impact Assessment.**

4.1 In scoping the EIA the following questions were asked:

- Does the O&ED Strategy address the Council’s responsibilities under anti-discriminatory legislation and the Council’s equality priorities? Are staff across the Council aware of their responsibilities? How does the strategy seek to improve awareness? How will the strategy seek to provide staff with the skills required to undertake their responsibilities?
- How does the O&ED Strategy ensure that all staff have equitable and fair access to training and development opportunities?
- What role does / should the O&ED Strategy play in redressing imbalances in the workforce and under-representation in specific grades and occupational areas?
- In what ways can these new ways of working be harnessed to improve equality of opportunity?
- What measures may be needed to reduce the potential for direct discrimination in the management of attendance?
- What measures may be needed to avoid / manage potential damage to relations between staff benefiting from the “Positive Action” budget and those who don’t.
- Embedding a Performance Management Culture” presents an opportunity to promote equalities (eg cascading equality objectives through PRADS) how will this be maximised?

4.2 Of the six priority areas within the O&ED Strategy, the one of greatest relevance to the Equalities Impact Assessment and the one likely to have the greatest potential impact on any of the diversity categories is “Promotion of Equality and Equity”. The action plan for this part of the strategy involves:

- A review of corporate equality training programmes to consolidate and mainstream the programme into a “Managing Diversity” course; and
- The implementation of a corporate programme to ensure that the Council meets its statutory responsibilities with regard to the Race Relations (Amendment) Act.

4.3 In addition, elements of the “Support for New Ways of Working” priority have relevance to the key scoping questions.
4.4 Matters relating to equalities in workforce planning and equality of opportunity for disabled people through technology should be addressed in the EIAs of Human Resources and E-Government respectively.

5. **Data and Research Assessment.**

5.1 Supporting staff to fulfil their anti-discriminatory responsibilities and the strategy's role in addressing under-representation in the workforce.

5.1.1 A review of the range of equalities training programme has been conducted in conjunction with the Social Inclusion and Justice Division who have undertaken an organisation-wide equality training needs assessment, the outcome of which has been verified with Social Inclusion's Corporate Officers Group. The review also considered the recommendations of the diversity research report prepared by the Institute of Employment Studies in 2002 and which came out of the Equality Policy Commission lead by Councillor Vicky Morse. This report identified a need for a cultural shift in the Council's management of diversity in order to realise a significant change in the recruitment, retention and promotion of BME staff. Success will be dependent on the Council's ability to mainstream its equalities agenda in a holistic way alongside and integrated with, the Change Agenda. A better-managed and engaged workforce will deliver benefits and opportunities for all employees, BME staff included.

5.1.2 The O&ED Strategy therefore proposes to review corporate equality training programmes to consolidate and mainstream the programme into a “Managing Diversity” course; and implement a corporate programme to ensure that the Council meets it statutory responsibilities with regard to the Race Relations (Amendment). The detail of this programme has yet to be worked up. It is intended that the existing Positive Action Training (PAT) Programme be disestablished (see para 6.1-6.2 below) and the funds reinvested in a comprehensive equalities and diversity training programme for all staff across the Council. Managers will be expected to attend a “Managing Diversity “ course as part of a new Management Development Programme. A support programme would be developed for Front Line Staff dealing with education and awareness issues relating to Customer Care and Customer First initiatives and a workshop style programme for Members would focus on legislative frameworks. Other programmes / workshops will be developed from specific identified need e.g. Council wide mentoring.

5.2 **Equity and fairness in access to training & development opportunities.**

5.2.1 Until recently, training and development across the Council has been the responsibility of individual service directorates with some corporate initiatives run from the centre. Training resources have historically been distributed inequitably between the departments. An individual member of staff in certain departments would have much easier access to training and development than colleagues in other parts of the organisation. With the formation of the new Human Resources and Organisational Improvement Directorate (and the Organisation and Employee Development Unit), the functions of HR, Training and e-Government have been brought together. This has allowed the rebalancing of resources across the Council.

5.2.2 Similarly, the Council does not have a single HR / training database which would allow collation and analysis of equalities data. The e-Government agenda will address this with plans underway to introduce a new electronic HR and Payroll system. Currently information is collected on the ethnicity, gender and disability of
all participants in corporate and local training initiatives. However, very little if any analysis of this information takes place.

6. **Consultation.**

6.1 In the late 1980s (at a time when BME staff represented only 5% of the workforce) a “Positive Action Training” initiative was established by Greenwich Council. The intention was to provide a discrete training programme which supported the personal development needs of BME staff and to address under-representation in key service areas. After ten years of running the PAT programme and a commitment (£500K) it has not been possible to make a judgement about the programme's contribution to its key objectives of changing the profile of BME staff in the workforce. Although there has clearly been a numerical increase in the numbers of BME staff employed by the Council, there is still an issue about appropriate representation at senior levels and in some service areas. There has also been concern expressed at the use and choice of programmes and participants and the balance between meeting personal and organisational needs. Currently sponsorship through the programme does not require either managerial or organisational support, but merely the desire of the individual to pursue a qualification route.

6.2 Participants in the existing PAT programme were consulted on the proposals to review equalities training across the Council. They were (not unexpectedly) opposed to the loss of this training resource ring-fenced to their personal development needs. Following the consultation, it was therefore agreed to continue support for the qualifications training through the PAT Programme on a reduced funding basis, with the extension of access to all diversity categories. This will include the review of all current PAT trainees on an individual basis, ensuring directly transferable benefits are provided to the organisation and the individual.

6.3 The Council conducted its first Staff Attitude Survey in the summer of 2003, the results of which are being used to guide the implementation of the O&ED Strategy. Equitable access to training (based on where staff work rather than any particular equalities criteria) was a major concern and is being addressed through the review of Training and OD activities across the Council. An analysis of the survey findings relating specifically to diversity issues is currently being undertaken (by the Social Inclusion and Justice Division) and will be used to inform the development of the Organisation and Employee Development Strategy once it is available.

6.4 Consultation exercises undertaken by the Social Inclusion and Justice Division (eg for the Community Equalities Plan – CEP) have consistently highlighted the view that training in the equalities / diversity area needs to be strengthened. These views have been taken on-board by the O&ED Strategy.

7. **Assessment of Impact and Mitigation of Adverse Impact.**

7.1 The absence of a strategic approach to equalities training in the Council has resulted in ad-hoc arrangements consisting largely of a range of single issue courses and programmes which are delivered either corporately or locally, but without any linkages in terms of purpose or outcome. The proposals will significantly improve the Council’s ability to meet its responsibilities under anti-discrimination legislation.
7.2 Individual BME staff who have benefited directly from training funded under the PAT programme will have reduced access to personal development training. There is little evidence that this investment over a ten-year period has resulted in an increase in BME staff in the higher grades. Given the pressing need to embed diversity awareness into mainstream services, the proposals will enable the Council to meet its responsibilities with regard to equalities and the combat of discrimination.

8. **Monitoring Arrangements**

8.1 The absence of consistent data collection and analysis hinders assessment of the fairness of training delivery across the Council. This situation should be remedied urgently. The current system for collection and analysis of equalities data will be reviewed and the results used to inform development, design and delivery of future training interventions.

9. **Improvement Plan**

9.1 Consult on the detailed proposals for the management development programme (including the equalities training elements) before implementation. *(Caroline Anderson by December 2004)*

9.2 Amend proposals as appropriate. *(Caroline Anderson by December 2004)*

9.3 Review and revise procedures for the evaluation of training across the Council to include monitoring all five diversity categories and consistency of data collection / analysis. *(Caroline Anderson by March 2005)*

9.4 Develop analysis / reporting procedures to inform policy development. *(Caroline Anderson by March 2005)*

Maria Nash (O&ED, April 2004)