



Safer Stronger Communities Select Committee

Report title: Future Working - HR Update

Date: 4 November 2021

Key decision: No.

Class: Part 1

Contributors: Sherene Russell-Alexander, Head of HR

Outline and recommendations

The Safer Stronger Select Committee are asked to note the contents of the report.

Timeline of engagement and decision-making

Last report to the Safer Stronger Communities Select Committee on 16th of January 2020.

1. Summary

- 1.1 The last HR update was presented to the Safer Stronger Select Committee back in January 2020. Since that paper, we have seen a global pandemic and a seismic shift in the working practices for our staff.
- 1.2 This report provides an update on people management activity that has taken place across the Council since the last HR update to the Safer Stronger Committee in January 2020.
- 1.3 The areas asked to report back on were:
 1. Workforce profile, including equality diversity and inclusion concerns/issues
 2. Impact of pandemic, including support for staff health and well-being

3. Financial challenge and impact on staff
4. Engagement with Staff Networks
5. Future Working
6. Organisation Development strategy
7. HR strategy
8. Employee grievances and issues

2. Workforce Profile

- 2.1 The Councils employment profile continues to show that it is broadly representative of the Borough's diverse make up.
- 2.2 A significant number of employees still elect to either 'prefer not to state' or not make a declaration in relation to some protected characteristics, this is particularly seen in relation to disability and sexuality. More work will be done to understand why this is the case. Initial conversations have been held with staff networks, who like the Council are keen to see improvements in this area and who have agreed to work with the Council to help promote the wider staff understanding of the importance & relevance of collating this information and encourage more staff to update their records.

2.3 Ethnicity

The overall percentage of black staff working for the Council is greater than the black population in Lewisham, 35.7% compared to 27.2. White staff form 47.5% of the Councils workforce compared to 53.5% of the population. Asian staff represent 3.9% of the workforce compared to 9.26% of the Borough's population.

Across London, the percentage of staff from Black, Asian and Minority Ethnic heritage working in London Local Authorities exceeds the London population – 45% compared to 41%. This suggests that Black, Asian and Minority Ethnic groups are more likely to seek employment in local government.

2.4 Disability

The number of staff declaring they have a disability is 5.5%, compared to 11% of Lewisham residents of working age who are living with long-term conditions (a proxy measure for disability). 49% of employees have either 'preferred not to state' or not made any selection.

The council have a long-term commitment to recruit and support staff with disabilities including ensuring recruitment processes are inclusive and accessible and supporting any existing employee who acquires a disability or long-term health condition.

2.5 Sexual Orientation

2.5% of employees are Gay/Lesbian or Bisexual. 36% of employees have elected to 'prefer not to state' their sexual orientation. There is currently no Borough data on sexuality to make a comparison. However, a National LGBT Survey (Sample: 108k) in 2017 found that 19% of respondents with a job had in the preceding 12 months of

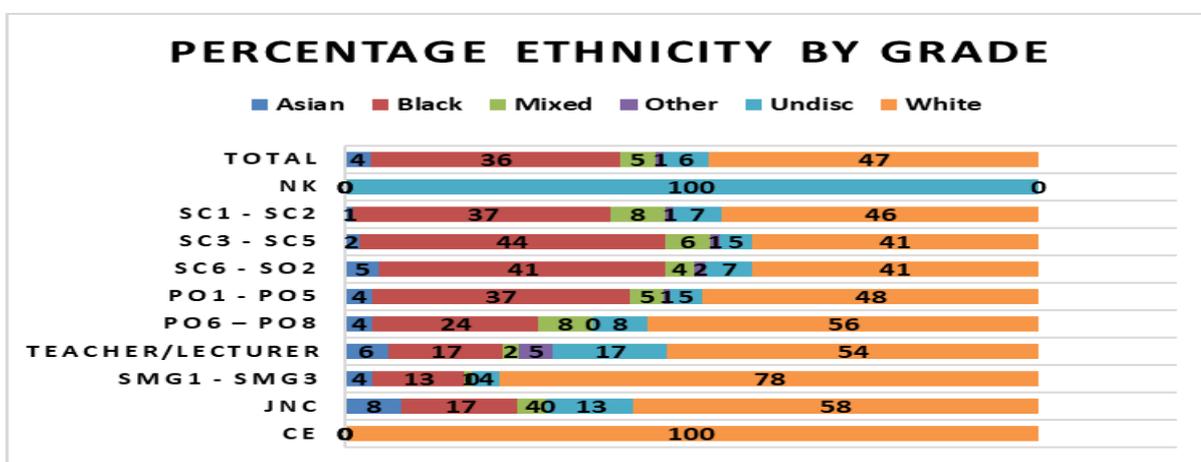
that survey *not* been open about their sexual orientation or gender. (Source: Government Equalities Office, 2019)

2.6 Gender

Women represent 62.4% of workforce compared to 50.6% of the Borough's residents. This is an increase of 1% on the previous year with the median for all London Boroughs standing at 61.6%.

3. Workforce pay and grading by ethnicity

- 3.1. There is an overrepresentation of white staff in pay bands PO6 (£48k) and above, with white staff accounting for 78% of all SMG1-SMG3 (Head of Service level) and 58% JNC (Director and above) posts. Asian staff representation is broadly comparable to the workforce profile across all pay bands, and doubles to 8% compared to 3.9% of workforce at JNC grades. Conversely, Black staff are significantly underrepresented at all grades above PO6.



4. What are we doing and what can we do to address the ethnicity pay gap?

- 4.1. There is no simple or quick fix to improve workforce distribution. Nonetheless, the Council is committed to achieving greater distribution of workforce representation across all pay bands.
- 4.2. Our equalities and diversity & HR policies help to influence the organisation's approach and culture towards improving the relative profiles of black staff. The table below summarises a couple of the specific policies the Council has in place regarding the promotion of equality and diversity issues.

Corporate Equalities Board	Responsible for Providing strategic direction for equalities across the Council & Review and scrutinise policy, strategy, strategic frameworks and preparation of equality analysis assessments;
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Equal Opportunities Policy	Helps promote respect and fairness among all staff. Everyone is given a fair chance, during the recruitment process. We have also included an introduction to unconscious bias as part of the new mandatory managers induction, and equality and diversity is part of the mandatory all staff (new starter) induction programme
Dignity at Work Policy	Seeks to ensure that all employees are treated with dignity and respect.

4.3. One of the key initiatives launched in October 2020 was a Management Development programme that aims to develop Black, Asian and Minority Ethnic community staff members who wish to be upskilled. The launch was successful with all available spaces filled. There are 35 participants across two cohorts: a Level 3 Team Leader and a Level 5 Operational Leader cohort. To complement the programme, and to provide a more rounded cultural focus the cohort took part in the “Realising Your Potential programme” a series of three workshops – covering the following topics:

- Where are you now? - What is blocking my progress? Impact of my ‘personality’ and what do I need to develop moving forward?
- Where do you want to be? – Navigating the recruitment / promotion process, including being interviewed by internal recruiters (e.g. HR / managers from departments across the council)
- Making it happen – Managing conflict, meaningful action planning, goal setting and short/ medium term next steps, confidence building.

4.4. Whilst the overall programme is proving to be successful, there have been challenges for some participants relating to how demanding the programme is on time; balancing demands of work, study and home. Some have found this way of learning via apprenticeship too taxing and so five participants have dropped out of the programme. These were all from the level 3 – team leader cohort.

4.5. We have also seen some success stories, with three staff who have benefitted from the programme achieving promotions within the organisation. All three are on the level five (Operational Leader Apprenticeship) cohort, so placing more BAME staff in higher managerial positions.

5. Chief Executives of London’s Councils (CELC) - Tackling Race Inequality Group

5.1 The situation seen in Lewisham is not unique. Achieving greater levels of workforce equality is a pan-London challenge. Working in partnership with our London neighbours, we can achieve more and ensure that London local government leads the way in establishing a more equal workforce across local government.

5.2 The Tackling Race Inequality Group has been established to drive forward work across all of London’s Councils in this area and our Chief Executive, Kim Wright is the sponsor (along with the CX of LB Newham) of the ‘Our role as large employers’ working group. This group is focused on accelerating action and to support Boroughs in developing inclusive workforces – promoting diversity, becoming more culturally aware and supporting staff development. It also works towards building on the

initiatives developed by Boroughs that work well and play a support role in helping to unblock existing barriers (e.g., around recruitment) and sharing good practice. Lewisham's BAME Professional Network is also engaged in this and, notably, the Chair of that network is heavily involved, as is Paul Aladenika (Head of Policy and Strategy) in the Data Subgroup.

- 5.3 An important area of work the group have been developing is to eliminate the ethnicity pay gap across London local government. The group has successfully built an understanding of the levels of diversity amongst the 87,000 staff that work across London local government, including the levels of representation of different ethnic groups across pay bands. Appendix A, provides the London Boroughs Ethnicity by Pay Bands V Staff Group.
- 5.4 We now know that there is a high representation of people from Black, Asian and Minority Ethnic communities working in local government compared to the London population. However, there are differences across different ethnic groups and pay bands – for instance, people from Asian communities are underrepresented at all pay levels. Conversely, Asian staff are well represented in higher pay bands at Lewisham when compared to the Lewisham workforce population. Those from Black communities are well represented up to the £60k pay band but significantly under-represented at high pay levels.
- 5.5 Overall, the data shows that a 'glass ceiling' exists at the £50k-60K pay band where representation of Black, Asian and Minority Ethnic staff reduces dramatically. Therefore, all of us across London local government must consider how inclusive our practices and support are for staff, irrespective of their ethnicity.

6. Establishment of an Equality, Diversity and Inclusion (EDI) Manager

- 6.1 Through the employment of an EDI Manager it is intended to bring individual initiatives under a strategic framework, with the learning from different (individual) interventions consolidated into a corporate approach.
- 6.2 We had previously attempted to recruit, but the candidate later withdrew from the offer. This then coincided with the restructure of the HR function and in line with our Change Management Policy, all recruitment within the function was put on hold. The restructure has now concluded and the role will be going out to advert.
- 6.3 Once the EDI Manager has been recruited then it is envisaged that they will support continued development of an inclusiveness strategy, helping to bring together what may at present appear to be separate strands. They will work on initiatives, in partnership with the forums.

7. Impact of COVID-19 pandemic on the workforce

- 7.1 The last 19 months have been challenging in many ways. A major change for many staff was the abrupt shift to working from home and the need to adapt to new digital technology into their working lives. In the earlier part of the pandemic, some staff were redeployed away from their usual roles to support the Council response and support to our residents. This of course was coupled with staff themselves coping

with the impact of the pandemic on their personal lives and balancing those with work.

- 7.2 Despite this overnight change, the majority of staff have adapted and embraced the change to our working were able to adapt to this change. That said, some staff have struggled to adjust to this change. In these cases, managers have sought to balance the needs of the individuals to enable these staff to have a greater degree (and in some instances full-time) of on-site working.

7.3 Staff sickness absence

During the height of lockdown, the Council saw an all-time low in the average days of sickness per employee which dipped from between 8-9 days to under 5 days. Similar trends were seen across London Boroughs as well and in other sectors in this period. This dip is likely to be attributed to the NHS suspending all non-essential planned surgery and resultant planned long-term absence for recovery. Increased working from home is also likely to have played some part in this, with some staff feeling more able to continue to work from home with mild illness symptoms.

Since the easing of lockdown restrictions in July, we have seen the average days sickness steadily increase to near pre-pandemic levels. As 30 September, the average days sickness per employee was 7.4 days. The London average is 7.3 days.

The number of staff reporting absent due to stress, depression or mental health also dropped during the height of the pandemic. That said, we have since started to see a rise in absences related to this reason. The causes of this are currently unknown but coincide with the easing of lockdown and could also be potentially linked to uncertainty around job security as services look to redesign to deliver agreed budget cuts. We aim to do some further investigation to establish why.

7.4 Employee health and well-being

While sickness levels dipped during the height of the pandemic, the general health and well-being of staff was brought into sharp focus. Feedback from staff via the staff pulse surveys was generally positive. However, some staff were reporting feelings of isolation, with 13% reporting this as a concern in our July survey and 15% in the December of 2020. The top concerns for staff as the pandemic progressed through the year were exposure to the coronavirus, and mental health and well-being. In July 2020, exposure risk topped the chart, which by December switched to mental health concerns as lockdowns continued and uncertainties continued. No *statistically* significant differences existed between ethnic groups over these concerns, though a 'suggested difference' was that white staff were more concerned personally about mental health, whereas black staff had greater concern over personal physical well-being.

Further comparisons between the July and December pulse surveys found that by December there was less concern about balancing home and work life, and returning to the workplace; though a large proportion of respondents preferred home working and had got accustomed to it.

To support the health and well-being of our staff a range of support packages have been put in place. This includes the Staff Support Hub, which was launched at the very start of the first lockdown and has been continually refreshed throughout. The Hub provides a strong framework of support for staff and managers offering a variety of e-learning modules and various webcast videos that offer practical support and

advice on a variety of topics. In addition, the staff employee assistance programme (EAP) has been available and regular reminders communicated to staff, emphasising its independence and confidential nature. They have been providing counselling support on a range of issues, including financial.

In addition, a number of interactive webinar events have been hosted throughout. These have focused on sharing experiences and learning during the earlier part of the pandemic, and more recently on helping to shape and share good practices for future working. Staff have also benefited from a variety of training events, including resilience workshops, working remotely (staff), and leading and managing remotely.

7.5 Appraisal- supporting staff well-being

In 2020 we suspended the Councils Performance Evaluation Scheme (PES), which many managers and staff had fed back on saying it was cumbersome, no longer aligned to service and council priorities, and in the context of the pandemic felt like an additional task that would not add value.

In its place, we launched a refreshed appraisal and objective setting framework. The new framework supports the Councils Future Working agenda, and covers key areas such as; individual well-being; reasonable adjustments and risk assessments; personal learning and reflection; development needs and opportunities for staff to provide feedback on improvements to how the team works. The new framework was supported with training for managers and guidance and FAQs for staff.

Following positive feedback concerning the first years' use of the refreshed process, it was decided to continue its use for another year. The longer-term plan is to formally stand down the former PES process.

8. The financial challenge- impact on workforce

- 8.1. In the backdrop of significant change, the Council also have a considerable financial challenge to meet, a challenge shared by local government across the Country. As a direct consequence, we have undertaken a number of restructures across the organisation. Its impact has been that 28 members of staff have been made redundant through 11 restructures in the first half of this financial year. This compares with 12 members being made redundant in the whole of the previous financial year.
- 8.2. Health and wellbeing at work is strongly linked to having a degree of control over our job and how it is done. In our Pulse surveys it was clear that what had become relatively more concerning in December was people's financial situation, with 9% rating it in July but 19% in December. A new question option of 'impact of budget pressures...' became a major concern for staff, with over 30% of staff listing it in their top three personal well-being concerns.
- 8.3. L&D has created a set of financial management modules as part of their support for staff going through organisational change, plus increased the e-learning financial management advice and modules accessible on our Learning Academy. They are also promoting the Staff Support Hub and EAP through their programmes.

9. Engagement with the staff networks

- 9.1 The Council continues to work in partnership with staff networks and other key stakeholders to develop a more comprehensive approach to inclusiveness. There are currently four established staff networks*:
- 9.2 In March 2021 a new operational framework for staff networks was developed by the Council strengthening our commitment to support staff forums. The overall operational framework addresses and captures the outcomes of the Safer Stronger Communities select committee in-depth review - *How the council embeds equalities across its service provision – recommendation 4, staff diversity forums should be empowered within the Council.*
- 9.3 The framework provides guidance and outlines our support for staff networks such as, offering protected paid time off work for the Chair and Vice Chair of each network and also supports reasonable paid time off work for network members to attend meetings and other events.
- 9.4 To support the operational framework, guidance has been provided for setting up a staff forum, along with a template that each forum can use to define its own terms of reference (ToR). These templates are not intended to be prescribed for all forums, as they will differ in nature and focus, but to provide guidance designed to help set up a forum and/or to develop its own local ToR for its members.
- 9.5 In addition, Chairs of staff networks and their nominated representatives are invited to become members of the Council's Corporate Equalities Board. The officer-level Board, which is chaired by an Executive Director, is overseeing the strategic co-ordination of equalities work across the Council. As such, leaders of staff networks are now uniquely placed to inform and steer both focus and direction.

Each network has an Executive champion from the executive management team. The Network Executive Sponsor will:

- Provide visible leadership and act as a champion for the work of the network they are sponsoring;
- Agree with each Chair, at the beginning of their annual term, ways in which they will support the Chair and the network in its work;
- Agree the broad calendar of work with the network Chair;
- Regularly discuss updates on the work of the network with the network Chair.

10. Future Working

- 10.1 The pandemic has triggered seismic shifts in how we work, with the Council seeking to seize this unique opportunity to do things differently.
- 10.2 Future Working is not a 'one size fits all' approach. Individual teams and staff will have different needs and we will learn as we go and adapt as we learn. Future Working is very much an ongoing piece of work which will enable the Council to adapt to deliver the Future Lewisham aims and support staff to do their job to the best of their ability. This is particularly important to us, as we want staff to feel a part of this.
- 10.3 Our offices will also be remodelled so that they become spaces staff can drop in and out of for particular needs rather than desk-working 9am to 5pm every day. The office

will become a space to do things you can't do so well remotely – including collaboration, meetings and learning. The office spaces will be set out in a flexible way so that staff can use different spaces at different times and for different purposes.

- 10.4 At the same time, we are continuing to develop our new Organisational Development Strategy to run alongside and enable this new work. Staff have been encouraged to take part in developing and shaping the strategy to ensure it supports all our staff across the organisation.

11. OD Strategy & Leadership Development

- 11.1. Our Organisational Development Strategy will make changes to the organisation in order to better serve Lewisham's residents and deliver our priorities by using our collective and individual resources in the most effective way possible.
- 11.2. The Strategy builds on the significant changes that have happened over the last 19 months to make lasting improvements to how we work together as an organisation and how effective we are.
- 11.3. The Organisational Development Strategy is divided into seven core areas of development. These are:
1. One Council; 2. Leadership; 3. Supporting our Staff; 4. Our values; 5. Ways of working; 6. Systems & Processes; 7. Performance.
- 11.4. Each area has a specific vision for how the council should operate from the perspective of residents and individual staff members as well as the organisation as a whole. The roadmap that will sit alongside this strategy will highlight the different interventions that are planned to achieve the vision.

12. HR Function and People Management Strategy

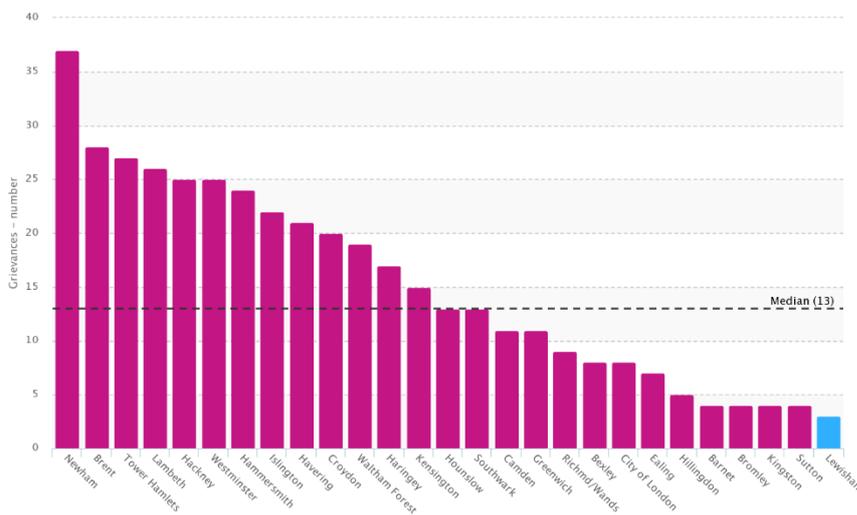
- 12.1 The Human Resources function, has been restructured so that is better aligned to support the changing needs of the Council. The guiding principles for the new operational model, are to:
- Strengthen the strategic role of the HR function within the organisation to enable HR to better provide support to the strategic priorities of the Council
 - Create teams of experts and remove single points of failure
 - Customers and Residents at the heart of everything we do
 - Internal business partnering within HR and move away from team silos – One HR
 - Facilitate an inclusive culture across the Council
 - Enable and support manager self-sufficiency
 - Improve accuracy, consistency and effectiveness of the HR function
- 12.2 The HR function will support and drive delivery in particular of the Organisation Development strategy. For example, the Organisational Learning function working alongside the OD team to enable development of leaders, staff and aid achievement

of the desired (One Council) Culture; the Strategic HR Business Partners will work with their executive directorates to drive the culture around inclusivity; the new EDI Manager will help develop the upward stream of ethnically diverse staff; and with the Talent Acquisition and Talent Management function will focus on employer brand, reward and recognition.

- 12.3 All of the above is being defined as part of the people management strategy, which will determine how the Council will best utilise, develop and motivate our people. This strategy is being developed as part of our focus on Future Working to sit alongside the OD Strategy.

13. Employee grievances & Issues (how they are managed and impact on staff morale)

- 13.1 Formal grievances in Lewisham are low when compared to other London Boroughs. The chart below is the pan-London data for the 12-month period up to 31 March 2020.
- 13.2 For individual grievances between an employee and a manager there is a grievance procedure in place which is published on the intranet. Where appropriate, staff are encouraged in the first instance to try to resolve grievances informally. Where informal resolution is not appropriate or fails then staff can raise the matter formally to be heard by an independent officer.
- 13.3 A total of 6 formal grievances have been raised this financial year. We do not currently keep records of grievances that have been successfully resolved informally.
- 13.4 Grievances – pan London up to March 2020



14. Legal implications

- 14.1 There are no direct legal implications from noting the contents of this report.

15. Report author(s) and contact

- 15.1 Sherene Russell-Alexander, Head of HR,

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16. Appendices

- Appendix A – London Boroughs Ethnicity by Pay Bands V Staff Group
- Appendix B – BAME Professional Networks ToR
- Appendix C – LGBT+ Network ToR
- Appendix D – Disabled Staff Network ToR
- Appendix E – Corporate Equalities Board ToR

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Appendix- A

Ethnicity by Pay Band v Staff group % – London boroughs

Borough	BAME				Asian/ Asian British				Black African/Caribbean/ Black British			
	BAME All Staff	Up to £30,000	£30,001-£60,000	Over £60,000	Asian Staff	Up to £30,000	£30,001-£60,000	Over £60,000	Black Staff	Up to £30,000	£30,001-£60,000	Over £60,000
Barking & Dagenham	37%	32%	43%	19%	10.4%	10.3%	11.0%	4.0%	21.1%	19.1%	23.4%	15.0%
Barnet	38%	37%	41%	24%	12.9%	13.2%	13.3%	8.0%	21.2%	19.0%	24.4%	11.6%
Barnley	18%	13%	19%	16%	5.9%	3.2%	4.9%	<10%	10.2%	7.8%	12.4%	10.5%
Brent	66%	76%	66%	33%	25.7%	29.1%	25.8%	13.6%	34.5%	41.2%	33.8%	15.5%
Bromley	28%	22%	32%	29%	4.5%	3.6%	4.9%	9.2%	20.0%	13.8%	23.9%	11.8%
Camden	46%	58%	45%	20%	12.5%	13.6%	12.7%	7.3%	26.0%	34.9%	25.4%	8.7%
City of London	23%	48%	26%	12%	8.9%	<10%	9.9%	6.0%	10.0%	53.9%	11.1%	3.5%
Croydon	47%	51%	48%	23%	7.6%	7.8%	7.8%	<10%	29.6%	30.8%	30.3%	11.3%
Ealing	56%	66%	55%	24%	25.3%	27.2%	25.7%	11.1%	23.9%	30.6%	22.6%	8.1%
Enfield	44%	49%	42%	29%	7.6%	6.3%	8.7%	6.6%	24.2%	30.0%	21.1%	12.8%
Greenwich	34%	31%	36%	21%	7.2%	6.5%	7.8%	4.9%	22.0%	19.2%	24.3%	13.0%
Hackney	55%	63%	54%	26%	12.1%	12.0%	12.8%	6.9%	36.5%	43.8%	34.7%	13.8%
Hammersmith & Fulham	47%	60%	45%	25%	9.7%	11.9%	9.3%	5.4%	29.6%	38.9%	28.4%	12.0%
Haringey	56%	67%	52%	28%	10.9%	11.6%	11.2%	4.2%	38.1%	46.6%	35.3%	16.9%
Harrow	51%	52%	51%	31%	28.2%	30.5%	27.2%	15.8%	17.9%	16.9%	19.6%	11.5%
Havering	11%	6%	14%	10%	2.7%	1.7%	3.4%	<10%	5.8%	2.9%	8.3%	<10%
Hillingdon	34%	30%	39%	16%	17.2%	15.6%	19.3%	11.5%	12.1%	9.9%	15.1%	<10%
Hounslow	49%	52%	48%	25%	27.0%	30.1%	25.5%	19.1%	15.4%	15.6%	15.9%	<10%
Islington	44%	49%	43%	18%	8.7%	7.8%	9.4%	4.8%	28.7%	33.3%	27.7%	9.0%
Kingston & Chelsea	41%	51%	39%	27%	8.7%	9.2%	8.4%	10.3%	23.1%	30.8%	22.1%	8.2%
Kingston	23%	25%	23%	9%	9.4%	10.8%	9.3%	<10%	8.0%	8.8%	7.8%	<10%
Lambeth	60%	58%	62%	36%	8.7%	4.2%	9.1%	10.2%	44.9%	46.6%	47.1%	18.0%
Lewisham	48%	51%	47%	24%	4.2%	2.4%	4.9%	6.9%	37.2%	41.5%	36.4%	15.5%
Merton	34%	44%	30%	13%	8.4%	10.4%	7.1%	8.5%	21.4%	27.7%	18.5%	<10%
Newham	57%	56%	60%	31%	25.7%	26.0%	26.9%	10.7%	27.0%	25.2%	29.2%	14.1%
Redbridge*	42%	44%	25%	25%	21.2%	25.4%	18.5%	10.1%	16.7%	15.7%	17.7%	12.4%
Richmond & Wandsworth	40%	46%	40%	18%	8.6%	10.8%	8.2%	4.0%	25.5%	27.7%	26.1%	11.1%
Southwark	51%	56%	51%	26%	7.1%	5.2%	8.2%	4.9%	37.6%	43.9%	37.1%	11.5%
Sutton	26%	27%	27%	15%	7.3%	8.9%	6.5%	7.6%	15.5%	15.0%	17.0%	<10%
Tower Hamlets	60%	60%	62%	31%	12.7%	26.1%	36.3%	14.3%	23.1%	29.8%	21.1%	10.4%
Waltham Forest	58%	68%	55%	28%	15.4%	16.6%	15.2%	9.2%	35.1%	43.9%	31.7%	10.8%
Westminster	39%	54%	38%	22%	11.7%	13.3%	11.8%	8.3%	19.8%	28.3%	19.1%	9.2%
Grand Total	45%	48%	46%	23%	13.1%	13.1%	13.6%	7.8%	25.7%	27.9%	26.0%	10.2%

All % values for which the numerator was a value of 3 or less employees, have been set to <10%.

Green and orange shading is calibrated to be distinct for users with red/green colour blindness. * Note - Redbridge data added later



Appendix B

BAME Professional Network Forum

Terms of Reference

Mission Statement

The Black Asian Multi Ethnic (BAME) Professional Network (PN) provides a safe place for employees to discuss and influence fairness and equality throughout Lewisham Council. Working with our senior managers and community groups, we aim to influence and inform corporate decisions that will have a positive impact on BAME and wider employees across the council.

Purpose

- To act as the collective voice for Lewisham Council BAME employees to embed fairness and equality at all levels within the organisation.
- To support the Corporate Strategy and local priorities.
- To promote BAME history and culture through employees networking, employees events and relevant workshops.

Objectives

- To provide a platform to raise and signpost work related issues for BAME council employees.
- To redress the under-representation of diversity in the workforce and equitable access to career development.
- To provide case studies where appropriate to senior management to inform council wide change.
- To provide opportunities to network and share best practice with colleagues across the council.
- To assist in the removal of barriers to improve the recruitment process for underrepresented groups.
- To ensure all employees have equal access regardless of protected characteristics.

Purpose of Executive Board

- To ensure that support and opportunities are provided by maximising resources and skill sets
- Work in partnership with employee forums that exists within the Council

Executive Governance

- The executive board shall consist of Chair, Vice Chair and ten executive members
- The executive board shall appoint associate members as required
- The Chair will be appointed annually
- Remaining executive board positions will be appointed via an election process
- All meetings are confidential
- Executive board will be held monthly/bi-monthly
- All meetings must have a quorate of five members to proceed
- All board appointments will be elected via majority vote
- All board members must either accept or decline BAME PN executive board meeting invites no later than forty-eight hours before the meeting

- All members must extend apologies to the Chair and/or Secretary no later than two hrs in advance of meetings or apologies will not be formally accepted
- Apologies are recorded at board meetings and accepted if extended within the two hour time-frame
- Executive members will be contacted by the Chair if three consecutive meetings are missed without extending apologies
- All expenditure will be agreed by the Executive Board and signed off by the Chair and Finance Coordinator
- All project leads will have delegated authority on specific projects
- Agenda and supporting paperwork will be distributed at least five days in advance of meetings
- Emergency meetings may be called at short notice and require a quorate of minimum of three members.
- The Executive board shall have no less than six and no more than fifteen members

Code of conduct

- No person shall be entitled to remain a board member if found to be in breach of the Lewisham Code of Conduct

Financial arrangements

- Any gifts or items of a monetary value of more than £20 received by a member must be formally declared to the Chair
- Fundraising will be undertaken with transparency and an audit trail will exist to identify how funds are utilised.

Resignations

- All resignations must be submitted in writing to the Chair giving four weeks' notice

Data Protection

- The BAME Professional Network will follow the Local Government ACT 1972, and the Localism Act 2011 and the General Data Protection Regulation Act 2018

Appendix C



Lesbian, Gay, Bisexual & Transgender (LGB&T) Forum

TERMS OF REFERENCE

The London Borough of Lewisham is committed to greater equality of opportunity in employment and access to services for all, including Lesbian, Gay, Bisexual and Transgender (LGB&T) staff and service users.

The purpose of the Forum

The forum will provide a voice for LGB&T staff and provide a means for raising specific issues and influencing policy and organisational development.

The LGB&T forum will also support LGB&T staff and act as a conduit between staff and the Executive Management Team (EMT) and the Corporate Equalities Board (CEB) in relation to LGB&T staff and wider equalities issues.

The success of the Forum depends upon the active engagement and commitment of forum members and other participating parties.

Aims and Objectives of the Forum

The forum will:

- Create and facilitate an opportunity for LGB&T staff to exchange information and ideas and to contribute to consultations and organisational wide policy development.
- Enable LGB&T staff to challenge and act as a critical friend to the organisation and its partners in relation to LGB&T and wider equalities issues.
- Act as a conduit between EMT, the CEB and LGB&T staff.
- Provide a supportive network for LGB&T staff.
- Champion and help the whole organisation to promote visibility in relation to LGB&T people and issues both in the work place and the wider community.
- Raise and advance general workplace issues relating to LGB&T employees including career development and opportunities.
- Contribute to the monitoring and continued development of Lewisham's Comprehensive Equality Scheme.
- Establish working links with LGB&T groups in the borough.
- Support the wider organisation in its promotion of, and involvement in LGB&T social and cultural events e.g. Pride, LGB&T History Month, World Aids Day.

Membership

- i. Membership will be open to all LGB&T staff working for the London Borough of Lewisham.
- ii. Invitations will be extended from time to time and where appropriate to other partners and community organisations, for example the Police, Lewisham Homes and school staff.
- iii. Non LGB&T staff who have a responsibility for championing the LGB&T agenda and who are involved in wider equalities work within Lewisham will also be welcome to attend.
- iv. Membership will be reviewed annually

Organisation of meetings

- Volunteer Chairs will be elected annually to chair the meetings on a rota basis and to support the Lead Champion and PPU in the planning and preparation of the meetings
- Meetings will take place bi-monthly and be co-ordinated by the Chairs, Lead Champion and supported by HR and the Corporate Policy Team. Meeting frequency will be reviewed annually.
- Meeting dates and times will be alternated to provide as wide an opportunity as possible for members to attend.
- Agendas and minutes will be posted on the LGB&T intranet site and will be distributed by e-mail to forum participants and those interested parties on the distribution list.
- Notes of each meeting will be taken by colleagues from the corporate policy team
- The Lead Champion will feedback following each meeting to the Council's Lead Equalities Officer requesting reference to EMT where the forum feel this is required.
- Officers can be invited to meetings in order to discuss relevant agenda items and to provide updates to the Forum.
- Time off will be given to employees attending the meeting subject to the exigencies of their services.
- The Council will actively use the forum to support consultation and policy and organisational development.

Confidentiality

All public notes of meetings will ensure anonymity and membership and distribution lists will be held by the Chair, Lead Champion and supporting Policy Officer only.

Review

These Terms of Reference will be reviewed annually on the anniversary of their adoption.

Appendix D

Lewisham Disabled Staff Forum:

The Lewisham Disabled Staff Forum (referred to as “the Disability Forum”) is an of and for disabled people’s organisation. The Lewisham Disabled Staff Forum was established by disabled staff for disabled staff. As a Disabled Person group the Lewisham Disabled Staff Forum prompts Disability as an Equality concern. The Lewisham Disabled Staff Forum is to act as a forum for disabled staff to raise, share concerns and provided mutual support. The Lewisham Disabled Staff Forum is open to all staff that identifies themselves as Disabled employees.

None Disabled people can be invited to meetings in order to hear the concerns of Disabled Staff. These can included other staff, elected members, consultants and Trade Union Representatives. The Disabled Staff Forum does not represent its members in individual cases, but may use reported incidents to as examples of the changes faced by individual staff. During meetings any member of the forum can request all or any none member to leave a Forum meeting at any time.

The Lewisham Disabled Staff Forum will aim to meet 10 times per year, excluding December and the month in which Easter occurs. The will be a minimum of 4 meetings per year. All members of The Lewisham Disabled Staff Forum will be invited its meetings. The membership of the forum is confidential. Comments made in the Lewisham Disabled Staff Forum meetings will not be attributed to any participate by the forum. This is to enable all to speak candidly. The Lewisham Disabled Staff Forum meetings are not exempt from any regulations covering Lewisham staff.

The Lewisham Disabled Staff Forum will establish internal structures to enable the forum to operate in an inclusive way. The intension is to give all its members the opportunity to have a voice. The internal structures should strive to be mutual supportive, so that the natures of a member’s impairment do not prevent them for being active in the forum.

The Lewisham Disabled Staff Forum has chosen to have following structure: Chair, Vice Chair, Secretary, Note taking Secretary and Member.

The Lewisham Disabled Staff Forum has agreed to appoint its officers at an Annual General Meeting (AGM). The appointment will be managed by the Lewisham Disabled Staff Forum members who attended the AGM. The Major of Lewisham has agreed to Chair the Lewisham Disabled Staff Forum AGM.

Any position that is not filled at the AGM can be co-opted between AGM’s by the Lewisham

Disabled Staff Forum officers. The Lewisham Disabled Staff Forum officers can agree to co-opt new positions to support the activities of the Forum. Any Co-Opted positions should be confirmed at the next AGM. If there is no Chair or Vice Chair another AGM will be called or the Lewisham Disabled Staff Forum will revisit its current structure.

Roles of officers:

- Chair
 - To Chair Lewisham Disabled Staff Forum meetings.
 - To facilitated the participation of the Lewisham Disabled Staff Forum member in meetings
 - To present the view of the forum members outside of meeting
 - To promote the Lewisham Disabled Staff Forum as one means to consult with Disabled Staff.
 - To promote the treatment of Disabled Staff as an Equalities issue.
 - The Chair cannot make commitments on behalf of the Lewisham Disabled Staff Forum without consulting the membership. A vote is necessary for anything that may affect the Lewisham Disabled Staff Forum workings.
- Vice-Chair
 - To support the role of chair
 - To act as chair in the absence of the chair
- Secretary
 - To support the role of chair and vice chair
 - To act as chair and vice chair in the absence of the chair
 - To schedule and organising of meetings
 - To deal with correspondence and disseminate information to the members
- Note taking secretary
 - To make notes during of Forum meetings particularly any decisions.
 - To share notes from meetings with the Chair, Vice Chair and Secretary.

Appendix E



Corporate Equalities Board Updated Terms of Reference

Terms of Reference 2021

Objectives:

1. Provide strategic direction for equalities across the Council;
2. Offer advice, scrutiny and challenge to help the Council to meet its Statutory obligations regarding equalities;
3. Update, advise and support local decision makers on the Council's equalities agenda (i.e. Executive Management Team, Directorate Management Teams and Safer Stronger Communities Select Committee);
4. Receive equalities performance data and intelligence to assess the effectiveness of Council policy and strategy and the impact of Council services;
5. Review and scrutinise policy, strategy, strategic frameworks and preparation of equality analysis assessments;
6. Review, scrutinise and challenge the Council's Equality and Diversity training offer;
7. Identify and promote opportunities to support the work of employee engagement forums and activities;
8. Promote best practice and peer learning across the Council as it relates to equalities;
9. Escalate issues of concern to Directorate Management Teams and the Executive Management Team as required

10. Promote inclusion through reasonable adjustments and facilitation of staff participation

Membership of Corporate Equalities Board:

- Pinaki Ghoshal, Executive Director for Children and Young People (Chair)
- Tony Urquhart, Representative Disability Forum
- Darnell Bailey, Representative BAME Staff Network
- Michael Forrester, Representative LGBTQ+ Staff Network
- Salena Mulhere, Assistant Chief Executive
- Angela Scattergood, Director of Education (Directorate Representative)
- Fenella Beckman, Director of Housing (Directorate Representative)
- Katharine Nidd, Head of Strategic Procurement and Commercial Services (Directorate Representative)
- Catherine Mbema, Director of Public Health (Directorate Representative)
- Sherene Alexander- Russell, Head of Human Resources
- Paul Aladenika, Head of Policy, Strategy and Executive Support
- Catherine Logan, Senior Policy and Strategy Officer (Support to the Board)

Schedule of Meetings

The Corporate Equalities Board meets six times of year.