



People, Performance and Development Committee  
29<sup>th</sup> October 2014

**Fairness and Respect Strategy Update – “Becoming an Employer of Choice”**

**Purpose of the report:**

This report is a progress update on the Workforce Priority in the Fairness and Respect Strategy 2013-2018.

This report is being brought to the People, Performance and Development Committee because of the Committee’s role in promoting equalities and diversity according to the Scheme of Delegation.

**Recommendations:**

1. The People Performance and Development Committee is asked to note the progress to date.
2. The People Performance and Development Committee is asked to consider and support the proposed Fairness and Respect workforce targets for 2015 /16 of 5.6% age and 3.2 for disability, as set out in point 5.
3. The People Performance and Development Committee is asked to support the recommendation that the Continual Improvement Network will monitor and drive progress. PPDC will receive an annual progress update.
4. The People Performance and Development Committee is asked to consider what role Members could play in promoting this activity.

## Introduction:

### Surrey's Commitment to Local People

1. The Council is committed to a workforce which reflects the diversity of Surrey's residents, in line with the 2011 Census data. As a Council we have a Public Sector Equality Duty in the Equality Act 2010. As such, SCC has published a [Fairness and Respect Strategy, 2013-18](#).

As part of this strategy, we have committed "To be a local employer of choice, for people from all our diverse communities, including disabled and younger people."

2. When we compare the profile of the Council workforce against the Surrey population, there are still significant gaps in two areas :
  - Age – Under 24 and
  - Disability

In addition our data also shows that, although half of our workforce are part time workers a considerable majority do not progress further to become line managers.

3. We have completed a series of workshop conversations with every directorate in the Council, to look at what we needed to do to become an alternative employer, for part time workers, disabled and young people.

## Our Aims

4. Each directorate has agreed to carry out actions in their services, so we can, as a council, continue to build a workforce which better reflects the communities we serve. The aims and priorities from these workshop conversations are now in one document (Annexe 1), which:
  - **Is focused** - on the three big priorities highlighted by the data - age, disability and part-time workers.
  - **Is simple** – sets out three aims per directorate.

This means we can really focus our attention, resources and leadership on delivering real results.

## Our Commitments

5. Each directorate has three key priorities, one for each area of focus. Additional activities across all areas have also been highlighted. Each directorate has nominated a senior sponsor and will nominate a delivery lead.
6. Examples of priority work areas in directorates and services include:
  - **Adult Social Care (ASC)** - A Mentoring Scheme, focusing on career progression of younger people.

- **ASC** - Create relationships and outreach initiatives with Schools and Colleges to encourage and inspire young people about working in public service. Promote working for the Council, through workplace promotion with partners and services users.
- **Business Services** – Leadership campaign to encourage more people in the Business Services Workforce to declare if they have a disability; to be explicit & proactive in building a disability-friendly working environment.
- **Business Services** - Recruitment system and process changes; jobs in Business Services will all open to full time, part time or job share. Widely promote and ensure adoption across services.
- **Chief Executive’s Office** – Make more of Surrey’s strong brand to better encourage and inspire people to work for Surrey, emphasising the array of positive career opportunities at the Council.
- **Children’s, Schools & Families (CSF)** – Better guidance & training for managers in supporting disabled staff in making any necessary adjustments to help people carry out their jobs effectively.
- **CSF** - Understand the motivations and aspirations of part time workers in relation to career progression. Respond to any changes which may be needed to remove any barriers to progression and/or help support development.
- **Cultural Services** - Conduct building access audits in areas used by the public and staff, to improve access. Where possible, work with community groups to assist with access assessments.
- **Cultural Services** - Pro-actively consider job share opportunities, in particular in middle and senior management, supporting the drive for part time progression opportunities.
- **Environment & Infrastructure** - Greatly improve links with 6<sup>th</sup> form colleges, to attract more applicants from the 16 – 24 age groups via work experience offering. Consider mentoring or internship programmes.
- **Surrey Fire & Rescue Services** - Where opportunities permit, ensure that the applicant pool is reflective of Surrey’s communities, through continued community engagement.

<b>Corporate Work streams</b>
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7. Examples of Corporate priority work areas include:
- **Community Engagement** - Working with the Surrey Coalition of Disabled People and Youth Services, to have a more visible presence as an employer in local hubs & make improvements in our application process.
  - **Attraction** – Target our brand to become more inspiring through its messaging to young people and people with a disability.
  - **Recruitment** - Change recruitment systems and processes to make them easier to access.
  - **Selection** - Improve monitoring of selection decisions for fairness and transparency.
  - **Retention & Inclusive Culture**
    - Through the High Performance Development Programme and HR Restorative practice, building a culture which is mindful, supportive and encouraging for all
    - Lead a campaign to encourage staff to declare if they have a disability.

- Conduct equality impact assessments in key services to ensure policies and practices are accessible and non-discriminatory.

### How will we measure progress?

8. The Council is working towards reflecting our population, as measured by the Census, by 2018. High level monitoring milestones that measure our progress have been identified.

Good performance will require any negative trends to initially move in a positive direction e.g. disability. Therefore a first year 10% improvement on the difference between the current workforce and the Census figures has been recommended.

	<b>Current Workforce %</b>	<b>2011 Census figure &amp; 2018 SCC Workforce targets</b>	<b>10% of difference between current workforce and census</b>	<b>2015/16 10% increment monitoring milestone</b>
<b>Age – 24 years &amp; under</b>	<b>5.08</b>	<b>10.2</b>	<b>0.512</b>	<b>5.6</b>
<b>Disability</b>	<b>2.6</b>	<b>8.5</b>	<b>0.589</b>	<b>3.2</b>
<b>Part time</b>	<b>54</b>	<b>TBC*</b>	<b>TBC*</b>	<b>TBC*</b>

\* **Part-time workers** – To encourage, support & remove any barriers to part time staff progression, we will continue to engage with staff and set an informed target plus 2015/16 milestone by Q3 2014/15.

### Other Supporting Activity

9. The Leader of the Council has referred HR to the excellent attraction work carried out by the Standard Chartered Bank (SCB) led by its Chairman, Sir John Peace. Carmel Millar and Abid Dar are scheduled to meet with SCB's HR Director to understand what it is SCB does to make it such an attractive employer to people with disabilities.
10. As well as providing case studies for the website, the Council will be further engaging with the Accessible Britain Challenge that removes barriers to participation for disabled people and encourages communities to be inclusive and accessible.

### How the Council is Promoting this Work

11. The key areas include:
- a) Fairness and Respect Strategy 2013-2018 on the public website.
  - b) The Surrey Coalition of Disabled People - access to publish on their website and newsletters.
  - c) Using local radio interviews to promote the Council.

- d) Scrolling jobs and messages on video screens in locality hubs across Surrey.
- e) It is included within the [Surrey People Strategy](#); available on the public website.
- f) Time To Change Organisational Health Checks.
- g) Focus Groups at youth clubs and promotion via our own Youth Services.
- h) Best practice recruitment messages, systems, processes and selection.
- i) Leader letter to all District and Borough Leaders, promoting the disability agenda.
- j) Engagement with the Accessible Britain Challenge.

## Conclusions

12. Through local leadership, there will be opportunities for Members to promote the Council as an employer of choice, in conversations with local people. The steps set out above are our commitment to our residents. We are actively working towards becoming an age and disability friendly workplace and hope that members can help by this in promoting the message that Surrey offers fulfilling and rewarding career opportunities to local people from all backgrounds.

### Financial and value for money implications

13. None.

### Equalities and Diversity Implications

14. The Strategy will support the Council in demonstrating that we are working towards meeting our Public Sector Equality Duties, as part of the Equality Act 2010. This Strategy will be highly beneficial in providing greater access and opportunity to our residents, with regards to working opportunities and the offering rewarding career opportunities, working in fair, supportive and inclusive workplaces.

### Risk Management Implications

15. None

## Next steps:

- To identify lead officers to scope and deliver their specific Directorate projects.
- To continue to progress community engagement with our residents.
- To monitor and report the progress of the Fairness and Respect Strategy.

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**Report contact:** Abid Dar, Equality, Inclusion and Wellbeing Manager,  
Business Services

**Contact details:** 020 - 8541 9591 / [abid.dar@surreycc.gov.uk](mailto:abid.dar@surreycc.gov.uk)

**Sources/background papers:**

- Equality Act 2010
- Census Surrey-i data
- PPDC Report – 19 March 2014
- Directorate Datapacks
- Fairness and Respect Strategy Action Plan for directorates.