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Section 1

1.1 Introduction

From the start, Brunelcare has believed in the promotion of human dignity and respect. Its early vision statement *'keep them warm, keep them fed, keep them alive'* showed commitment to the needs of our clients, many of whom faced dangers and difficulties because of the Second World War. Today we aim to provide high quality, affordable care and services to older people through our strategic objectives:-

Our Mission - why we exist

To help people remain as independent as possible, for as long as possible, and make the most of their lives.



Our Vision - what we want to be

To be recognised and renowned as a provider of high quality housing, care and support for people in the South West.

Our Values - how we will work

We will be:

Kind

Accountable

Sustainable

High Quality

Respectful

Our Strategic Objectives - what we aim to deliver

Customers first



We will put the people who we work with first in all that we do, recognising both external and internal customers.

Provider of choice



To be recognised as a preferred provider by private customers, commissioning and funding bodies and as an excellent organisation to enter into partnership with.

Employer of choice



We will work to attract, retain and develop a committed, kind, quality and motivated workforce.

Financially sustainable



We will be commercially aware and will make decisions that will make us financially strong.

Prepared for change, ready for opportunities



We will create structures, processes and approach that will allow us to be flexible, to react and adapt to change and take advantage of any suitable opportunities.

Effective communication, leadership and direction



We will work to ensure effective leadership, communication and direction from an internal management as well as from a governance standpoint.

We do not deliver our strategic objectives in isolation. We aim to deliver them all whilst acknowledging the potential tension between aspects of them.

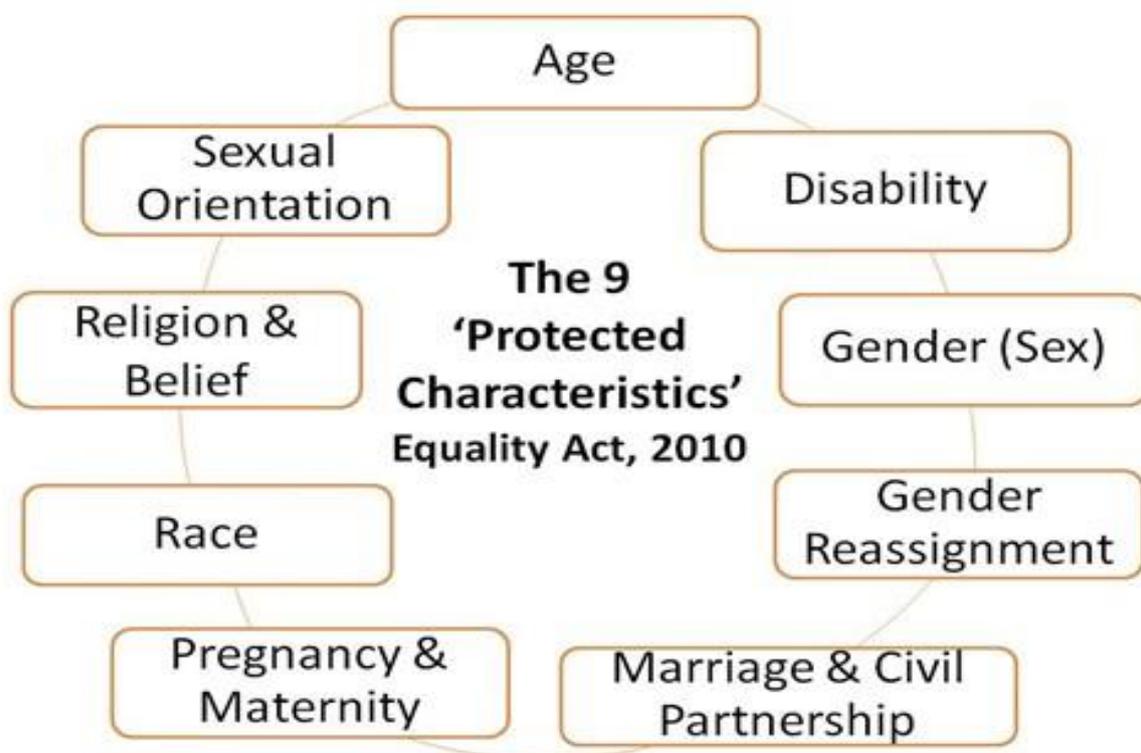
1.2 Why implement an Equality, Diversity and Inclusion Strategy

One of our key strategic objectives is to become the 'Employer of Choice' (to improve recruitment and retention) and the development of an Equality, Diversity and Inclusion Strategy will help us to achieve this by reaching the following objectives:

- ✓ To enable our employees to feel valued and engaged in terms of equality, diversion and inclusion
- ✓ To provide consistency and fairness in all that we do
- ✓ To empower our employees to succeed to the best of their abilities, irrespective of their characteristics
- ✓ To enhance the way we embed diversity, dignity and wellbeing across the Charity - ensuring that everybody is accountable for improving their environment , culture and behaviour

1.3 The Legal Framework

The Equality Act 2010 brings together all of the different equality legislation under the umbrella of one Act. The Act highlights the 'protected characteristics' that should be taken into account when promoting equality, diversity and inclusion. The protected characteristics are:-



The Act regards us to have **due regard** (fair consideration and sufficient attention) to the following three General Duties ensuring we:

Eliminate unlawful discrimination, harassment and victimisation

(e.g. remove any discriminatory behaviour, practices, etc. and taking zero approach to discrimination)

Advance equality of opportunity

(e.g. remove or minimise disadvantage, meeting the needs of people with protected characteristics, encourage participation where participation is disproportionately low)

Foster good relations between people who share a characteristic and those who do not

(e.g. promote understanding between groups and tackling prejudices)

1.4 Where are we now?

We value our employees and promote equality and diversity wherever we can. Equality and Diversity it is an integral part of our employee induction programme letting new starters know from the outset its true meaning and how to represent this within Brunelcare. To support this we have an Equality and Diversity policy and Acceptable Behaviour policy in place. We have retained Investors in People accreditation for the past 18 years and have remained a Disability Confident employer (previously known as Two Ticks) for the past 15 years. We now have working relationships with Remploy, Wecil and Learndirect to assist those with disabilities into employment. A management development programme has been rolled out to ensure the principles of person centred care are applied to the management of our employees [to treat everybody as an individual and to understand their individual needs]. These principles encompass the true meaning of inclusion and embrace diversity within our workforce. There have been no tribunal claims against Brunelcare, whether threatened or actual in relation to any of the protected characteristics. With an employee group of 1200 and a turnover of 318 people a year (at 26.5% turnover – May 2018), we have managed to avoid significant potential costs.

We have a good foundation and now need to consider and develop new and innovative ways of progressing this important work for future generations of the Charity's employees, service users and community.

1.5 Who are we now (Benchmarking)

Protected Characteristic	Brunelcare Employee Profile as at 29/06/2018	Benchmarking (SFC -Skills for Care South West)
Sex	85% female and 15% male Care Worker -88% female, 12% male Registered Manager – 100 % female Senior Management – 50% female, 50% male	SFC - 82% female and 18% male Care Worker – 85% female, 15% male Registered Manager – 81% female, 19% male Senior Management – 68 % female, 32% male
Ethnicity	White (British & European) -82% Black, Asian and Minority Ethnic (BAME) - 13% Most ethnically diverse site -Saffron 64.10% White (British & European), 35.90% BAME Least ethnically diverse sites – Bridgwater, ABC and Waverley Gardens 100% White (British & European) however this is representative of the area.	SFC- Black, Asian and Minority Ethnic (BAME) workers made up 8% of the workforce which was more diverse than the South West population (5% BAME) Population of Bristol 2017 – BAME population largely lives in the inner city whereas wards such as Whitchurch Park has a BAME population of 4% and The Coots, Stockwood has 1.4%. In North Somerset 97% of the population is of a White Ethnic background
Disability	5.5% of employees have informed us of a disability, 94.5% -blank/not disclosed Of the 5.5% disclosed, dyslexia, hearing problems and visual impairment are the highest recorded	According to the Labour Force Survey, disabled people are now more likely to be employed than they were in 2002, but disabled people remain significantly less likely to be in employment than non-disabled people. In 2012, 46.3% of working-age disabled people are in employment compared to 76.4% of working-age non-disabled people.
Age	Under 25yrs – 12% 25 – 54yrs – 66% 55yrs+ - 22% Average age - 43 years	SFC -Average age of a worker was 43yrs old and a fifth were aged over 55yrs old Population of Bristol -The median age of people living in Bristol in 2016 was 32.9yrs old. Bristol has a much higher proportion of working age (16-64yr old) people than nationally -68% (compared to 63% in England and Wales)
Religion & Belief	71% blank 18% not recorded 7.5% Christian 2%None <1% Muslim <1% Other <1% prefer not to disclose	There are at least 45 religions represented in Bristol. Bristol is ranked 7 th in England and Wales for the proportion of people stating that they have no religion – 37%. The largest religion in Bristol is Christian (47%). The biggest increase in Bristol is Islam which increased from 2% in 2001 to 5% in 2011.
Sexual Orientation	The number of lesbian/gay/bisexual employees that we are aware of is 11 employees 0.9%	
Pregnancy & Maternity	3% of the workforce at this time are pregnant/on maternity leave So far, 0% of the workforce have chosen to split parental leave	
Transgender	The number of transgender employees disclosed to us is 1, 0.09%.	
Marriage & Civil Partnership	41.46% of our workforce are married 0.17% of our workforce are in a civil partnership	

Notes: Data taken from Snowdrop 29/06/2018. Benchmarking taken from Skills for Care Workforce Demographics Report 2017 and The Population of Bristol 2017 –statistical data 2011 Census ONS - Office for National Statistics, GOV.uk – Labour Force Survey

1.6 Difficulties to overcome

Whilst progress has been made in recent years, ongoing monitoring suggests we have some difficulties to overcome.

Among customers

Tenant Voice has been established for some time however it has not been fully represented for some time. Engagement with our residents has some way to go, although our care homes regularly consult residents, their families and advocates however due to family circumstances and levels of commitment we cannot be sure that these forums fully reflect the needs and wishes of this particular customer group, also these forums tend to discuss localised issues rather than policy or strategic aims. Customers in the community are so widely spread and surveys tend to concentrate on the competence of individual carers rather than how far the Charity meets expectation. Trends are difficult to identify as we do not track or monitor those joining or leaving our services, so it is difficult to get a clear view of who is taking up our services.

Among employees

The age of our workforce is static. The average age was 42 in 2005, 45 in 2009 and back down to 42 in 2017. Overall the wider population is aging and historically the care sector does not attract younger people meaning that pressure on recruitment is likely to increase. With an average length of service of 6years, 7 months, issues can arise over staff progression, expectation and long held values and beliefs. Also long service can lead to difficulties in changing the culture or beliefs held by our employees.

Few colleagues tell us that they are disabled (5.5%). This may be because of cultural, environmental and attitudinal barriers such as fear or stigma which discourage people from disclosing a disability. Some improvement has been made however as this has increased from 2.7% in 2010.

Few black and minority ethnic (BAME) staff have been promoted and nobody with a BAME background holds a senior management position.

In regard to gender imbalance. Across the organisation we have more women than men. In some divisions there is a marked imbalance e.g. the DLO has no female staff and until recently neither did the IT department. We are below the average of male workers (14%) compared to benchmarking with Skills for Care (18%) and all Registered Managers across the Charity are female. The Senior Management Team now has 2 males and 3 females since May 2018 (will increase to 4 females in December 2018).

The current gender pay gap is £13.02ph for men and £9.62ph for women.

The staff council is fairly inactive, its influence has diminished and it has become less involved in core business decisions. This is currently under review to identify a refresh project.

Section 2

2.1 Equality Objectives (2018 - 2021)

Objective 1	Valuing and Engaging People
<i>What do we want to achieve</i>	For employees, clients and visitors to feel valued and engaged in terms of equality, diversity and inclusion - to be able to be yourself is fundamental to achieving your best
<i>Key Actions</i>	<ul style="list-style-type: none"> • Delivering an educational programme to promote and celebrate equality, diversity and inclusion -to include sharing knowledge on disabilities and how as a Charity we can support people with disabilities to achieve their best (1) • To deliver a zero tolerance culture in relation to discrimination and harassment for all (1) • To communicate, engage and work together to create dialogue, foster good practice and improve employee experiences. (2)
Objective 2	Ensuring Fairness and Inclusion to all
<i>What do we want to achieve</i>	Consistency and fairness in all that we do -ensuring fair access, equality and transparency in the way we deliver our services and manage our employees
<i>Key Actions</i>	<ul style="list-style-type: none"> • Delivering a range of equality, diversity and inclusion training which also includes an inclusive, flexible and an accessible approach to teaching and learning (1) • Carry out regular equal pay audits (3) • To review new and flexible ways of working where possible (4)
Objective 3	Empowering People
<i>What do we want to achieve</i>	To empower employees to succeed to the best of their abilities, irrespective of protected characteristics (5)
<i>Key Actions</i>	<ul style="list-style-type: none"> • Communicate success stories and sharing positive images of all employees both internally and externally -improving the perception and value the Charity holds for its employees (2)
Objective 4	Embedding Equality, Diversity and Inclusion into our Culture

<i>What do we want to achieve</i>	To enhance the way we embed equality, diversity and inclusion in all our services ensuring that everybody, no matter what position has a role to play in improving our environment, culture and behaviour
<i>Key Actions</i>	<ul style="list-style-type: none"> • Recognise, celebrate and promote progress and successes (2) • Ensure our training supports and develops individuals e.g. training on unconscious bias (1) • Ensure that the objectives from this strategy feeds into our other People Strategies i.e. Wellbeing, Performance Management , Reward and Recruitment (4), (5), (6) • To ensure employees are aware of the support services that are accessible through Perkbox to encourage inclusion (6) • Promote awareness of Equality, Diversity and Inclusion in our Charity marketing (2)

Section 3 - Project plan

3.1 Key actions

Role	Name
Project Sponsor	Kevin Fairman
Project Review Group	SMT
Project Lead	Brian Whittaker
Project Members	Jo Muscat
Stakeholders	Communications team Other project groups

Project Scope
<ul style="list-style-type: none"> ✓ To enable our employees to feel valued and engaged in terms of equality, diversion and inclusion ✓ To provide consistency and fairness in all that we do ✓ To empower our employees to succeed to the best of their abilities, irrespective of their characteristics ✓ To enhance the way we embed diversity, dignity and wellbeing across the Charity - ensuring that everybody is accountable for improving their environment , culture and behaviour

Identify the project milestones, activities and tasks

Action number:	Activity	Tasks
1.	•Deliver an educational programme to promote and celebrate equality, diversity and inclusion -to include sharing knowledge on disabilities and how as a Charity we can support people with disabilities to achieve their best	<ol style="list-style-type: none"> 1. Agree the content of the training to be delivered, including a zero tolerance approach 2. Agree a range of delivery methods to ensure access for all employees 3. Produce training material 4. Plan training events 5. Deliver and record training

2.	<ul style="list-style-type: none"> • To communicate, engage and work together to create dialogue, foster good practice and improve employee experiences. 	<ul style="list-style-type: none"> • Work with the communications department to produce a range of digital and hard copy solutions to reinforce the key messages for the training content in 1.
3.	<ul style="list-style-type: none"> • Carry out regular equal pay audits 	<ul style="list-style-type: none"> • Gender pay gap reviewed and published annually • Spot check pay rates quarterly to ensure adherence to the published pay grades
4.	<ul style="list-style-type: none"> • To review new and flexible ways of working where possible 	<ul style="list-style-type: none"> • Collaborate with the Employee Engagement project group and the Health & Wellbeing project group to support initiatives regarding flexible working and wellbeing
5.	<ul style="list-style-type: none"> • To empower employees to succeed to the best of their abilities, irrespective of protected characteristics 	<ul style="list-style-type: none"> • Collaborate with the Workforce and succession planning project group to support equality in all aspects of Brunelcare talent management and succession
6.	<ul style="list-style-type: none"> • To ensure employees are aware of the support services that are accessible through Perkbox (or similar) to encourage inclusion 	<ul style="list-style-type: none"> • Collaborate with the Employee benefits project group to ensure effective communication of the support services available