

Bristol City Council Equality Impact Relevance Check



This tool will identify the equalities relevance of a proposal, and establish whether a full Equality Impact Assessment will be required. Please read the guidance prior to completing this relevance check.

What is the proposal?	
Name of proposal	Moving Forward Together
Please outline the proposal.	<p>The Housing & Landlord Services function</p> <p>Housing and Landlord Services (H&LS) is the 6th largest Local Authority Landlord in the country and is the largest social landlord in Bristol. The service is responsible for over 28,000 properties that provide homes for over 60,000 residents. We manage the housing waiting list, regulate the private sector, provide home adaptations for vulnerable people and work to prevent homelessness/rough sleeping. To deliver this we employ 1028 people and have a turnover of £160m per annum.</p> <p>Bristol receives national recognition regarding many aspects of our approach to tackling housing issues. We have won awards for our new build homes, we are nationally recognised sector leaders in private sector regulation, and this year we and our partners are shortlisted for 4 UK National Housing awards. Despite this resident satisfaction levels and performance in some areas remain below average when benchmarked with peer organisations.</p> <p>Why do we need to change?</p> <p><i>Meeting the needs of our residents</i></p> <p>The result of austerity over the last 10 years and the government impose annual 1% rent cuts from 2016-20 means Housing & Landlord Services has been working with reduced budgets and an increase in service demand. There is a clear need to do things differently and redesign what we do and how we do it.</p> <p><i>Leadership & Culture</i></p> <p>There are historical leadership and cultural issues within the service which will be addressed through MFT.</p>

We know that BAME staff are subject to more disciplinarys and are less represented in leadership positions than other groups. We have been criticised for our track record on race equality and we do not always fulfil our duty of care. This can cause harm to our most vulnerable residents and has in the past resulted in significant reputational damage to the organisation.

Employees have lived through the same period of austerity as our residents. They have witnessed a system that has become increasingly stretched to a point where it can no longer provide what's needed. Our employees spend less time in contact with residents and more time in the office. We have more specialised services that are less focussed on what the customer needs; we have lost the connection and trust needed to deliver an effective person-centred service.

MFT - our ambition for the service

The performance measures, culture and residents priorities combine to form the strategic aims and outcomes of the service. Our aim is to become a world class housing service delivering the following outcomes:

- The services we provide will meet our customers' priorities
- We will meet our customer priorities in the most effective way
- Our employees are satisfied and engaged
- Leadership, diversity and inclusion is embedded within our organisational culture
- We contribute effectively to corporate priorities and the One City Plan

To meet the six resident priorities, we will:

- Design services from the resident's point of view
- Engage employees and tenants in a creative and meaningful way
- Provide services that are visible and local
- Give back accountability and decision making to residents and employees

- Rebuild trust and relationships
- Remove organisational silos and barriers to working effectively to meet customer needs
- Design ways of working which will drive best practice, a learning and coaching environment and support employees to become leaders in their teams and workspaces

Housing & Landlord Services wants to do more to value and celebrate the diversity that exists amongst the workforce and are committed to creating an inclusive working environment in which everyone can take full part. Through Moving Forward Together, inclusion and equality outcomes need to improve, the sense of belonging within the service needs will improve at all levels.

To rebuild trust and relationships amongst our employees, customers and residents, inclusion, equality and diversity will be positioned at the heart of the service. Inclusion is more than being respectful and welcoming. It ensures that every employee feels authentic and valued and that career opportunities are equitable. It is a combination of culture, modelled by leaders, that is experienced during interactions among peers, in meetings, and with managers. Inclusion is also a factor of HR policies and practices that ensure a fair system where no one is advantaged or disadvantaged because of their identity. Housing & Landlord services is developing a set of equality targets and commitments for the service. Results will be monitored in partnership with staff groups including the recently formed BAME panel.

How we will deliver the vision:

Designing and implementing a new operating model that meets residents priorities and resolves our cultural and equalities issues is a significant challenge and requires a significant response. Using co-design techniques with employees and residents is central to our approach. Once we have built capability and have designed an operating model we can move to the delivery phase of the programme:

We have estimated the level of savings that MFT will deliver for Housing & Landlord Services. We expect to drive these savings through effective service design and process change. The main principles of the MFT approach that will help to deliver efficiency savings are:

- A clear focus on resident priorities
- Customer journey mapping
- Value chain analysis
- Seeking marginal gains at each stage
- Reducing failure demand
- Digitally enabled streamlined service access

This section describes the work involved to deliver the changes needed. The costs to deliver this are shown in the following section.

Mobilisation

To deliver a programme of this size requires the right conditions; we need to ensure we have the right resources and skills, and we need to ensure we have a shared vision for the future of the service. In this phase of work we aim to:

- Mobilise a programme team of resources from across H&LS, corporate support teams (such as Change Services)
- Commission a Delivery Partner to ensure the delivery of the outcome of the programme and to build capability within BCC
- Design a Strategic Operating Model that will set out the future vision for service provision
- Scoping up to 4 projects to deliver the strategic operating model

Delivery

The approach to the programme will be to co-design all aspects of the service collaboratively with customers, communities, employees, partners, councillors and other Council services. The method of engagement will be tailored to the different audiences and the driving

principle is that those either receiving services or delivering services will be at the heart of their future.

These service design projects will be supported by our Learning and Organisational Development team our colleagues in HR and effective communications throughout. IT will also play a key role.

- Service design projects. The projects we will be scoping during the mobilisation phase will deliver:
 - Changes in the way services are delivered operationally, placing more emphasis on local delivery
 - Addressing the equalities and diversity challenges identified
 - Updating how employees need to deliver services to customers, through updating skills, roles and responsibilities or organisational structures
 - Reviewing and updating policy, procedure and operational standards
 - Improving communication and engagement models with customers to rebuild trust between with customers and the Council
 - Improving the way in which H&LS interacts with other BCC teams and partners to provide services for customers

- Learning & Organisational Development

We have commissioned our Learning & Organisational development team to lead and implement a talent development strategy ensuring our workforce is diverse, opportunities are equal and the service is inclusive in the way it operates and delivers services. We will also be commissioning specialist external support where required.

- HR and Workforce

To support the changes we have established a HR workstream helping the service to deliver changes to

	<p>the structure and roles needed for the future delivery of the service. This will be done in a way to ensure Housing and Landlord services are representative of the city, its residents and our tenants.</p> <ul style="list-style-type: none"> • Effective Communication <p>Throughout the programme it is important that we deliver timely and engaging communications that:</p> <ul style="list-style-type: none"> - Promote Moving Forward Together to generate interest, motivate and spark energy for involvement - Empower stakeholders to give their views and get involved by providing information, activities and tools in a variety of ways to engage - Tailor and adapt communication to meet the needs of specific stakeholder groups - Ensure key Information and CTA is communicated in a clear and timely way - Use impactful activities to help influence change of behaviours <ul style="list-style-type: none"> • The importance of IT <p>The aims of the programme and new ways of working as part of the organisational design will be supported by the delivery of ICT. This will deliver mobile working solutions reducing time spent in the office and allowing more time with our residents delivering local and visible services.</p> <p>This section will be added to once we have completed the operating model and know more about the future of the service</p>
<p>What savings will this proposal achieve?</p>	<p>The proposal will realise savings across the service these have been identified in the cabinet report as £4.6 million over 5 years. All savings will be reinvested to improve the service we offer to our residents.</p>
<p>Name of Lead Officer</p>	<p>Robert Swift</p>

Could your proposal impact citizens with protected characteristics?

(This includes service users and the wider community)

Please outline where there may be significant opportunities or positive impacts, and for whom.

Yes – this proposal is specifically targeting our organisation and culture in terms of equality and inclusion. It will target the diversity of our employees and the way we respond to our residents.

Please outline where there may be significant negative impacts, and for whom.

We have not identified any significant negative impacts at this stage. However consideration should be given to each of the protected characteristics to ensure that no one is negatively impacted and that we seek to make the most of the opportunity presented by undertaking the work.

Could your proposal impact staff with protected characteristics?

(i.e. reduction in posts, changes to working hours or locations, changes in pay)

Please outline where there may be significant opportunities or positive impacts, and for whom.

There will be significant positive impacts for all staff. A key outcome of the programme will be to improve the culture and ways of working.

There are historical leadership and cultural issues within the service which will be addressed through MFT.

To rebuild trust and relationships amongst our employees, customers and residents, inclusion, equality and diversity will be positioned at the heart of the service. Inclusion is more than being respectful and welcoming. It ensures that every employee feels authentic and valued and that career opportunities are equitable. It is a combination of culture, modelled by leaders, that is experienced during interactions among peers, in meetings, and with managers. Inclusion is also a factor of HR policies and practices that ensure a fair system where no one is advantaged or disadvantaged because of their identity. Housing & Landlord services is developing a set of equality targets and commitments for the service. Results will be monitored in partnership with staff groups including the recently formed BAME panel.

Please outline where there may be negative impacts, and for whom.

We have not identified negative impact at this stage however with any change initiative there is the potential to benefit some people and to negatively impact others. This could be due to the need to learn new ways of working and the need to adapt to working in a different way.

We are committed to making sure no one is excluded from the change process and have invited everyone from across the service to take part from the outset. All staff have attended workshops in 2019 to introduce the programme and to find out about what matters most.

As we progress with the programme there will be the opportunity for everyone to be involved in shaping their future.

At this stage we cannot accurately assess the impact on our employees as we have not specified the changes we are going to make. There is a commitment to ensure the equalities impact is assessed at every stage of the programme.

Is a full Equality Impact Assessment required?

Does the proposal have the potential to impact on people with protected characteristics in the following ways:

- access to or participation in a service,
- levels of representation in our workforce, or
- Reducing quality of life (i.e. health, education, standard of living) ?

Please indicate yes or no. If the answer is yes then a full impact assessment must be carried out. If the answer is no, please provide a justification.

Yes - we will complete an equality impact assessment as part of the development and implementation of Moving Forward Together

Service Director sign-off and date:
Julian Higson
22/05/2020

Equalities Officer sign-off and date:
Reviewed by Equality and Inclusion Team
20/5/2020