

TACKLING RACIAL INEQUALITY

Good Practice Case Studies

LB Bromley
Inclusive recruitment and
professional development

The London Borough of Bromley, have been working hard to create a working environment where all colleagues are able to achieve professional success and fulfil their potential in line with their career ambitions.



Context

LB Bromley were recently recognised by London Councils for our achievements in this area: the proportion of BAME staff working at all pay bands in Bromley exceeds the percentage of BAME residents in the borough's working age population, demonstrating the effectiveness of our efforts to create an inclusive and supportive professional environment for our staff to succeed at all levels.

While there is always more to be done, a lot of great work has been delivered so far and there is some exciting work in the pipeline.

Activity

Bromley has adopted a multi-dimensional approach that delivers activity in a range of different areas to make an impact across their organisation. Areas of activity include:

- BAME representation in senior leadership
- Recruitment practices
- Training/mentoring programmes
- Equality statements and commitments
- Community engagement

BAME representation in senior leadership

- Bromley has led the way on developing a Senior Black Asian and Minority Ethnic (BAME) Representative Scheme with support from

Partners involved

LB Bromley

TACKLING RACIAL INEQUALITY

Good Practice Case Studies

LB Bromley Inclusive recruitment and professional development

London Councils. The scheme allows BAME managers to access peer support, networking and mentoring from other BAME managers from across other participating councils. Managers will have access to mentors and coaches. HR services will be able to access mediators and recruitment panellists.

- The visible representation of BAME staff at the two top leadership levels in the organisation, including our Chief Executive Ade Adetosoye OBE, is a key pull factor for us in terms of recruitment and retention. Having a large number of BAME staff in senior management positions at Director and Assistant Director levels creates sufficient confidence and belief that anyone can succeed.
- Our talent management strategy allows us to identify and recruit talented individuals from within the organisation with a particular focus on developing and promoting under represented protected characteristics.
- We have prioritised creating a diverse and representative social work leadership team across all layers of management and for senior social work posts. Many of these staff have risen up into senior leadership positions from frontline roles during their time at Bromley. We have also sponsored several BAME middle managers to attend the Black and Asian Leadership Institute (BALI) programme for developing aspiring Directors of Children's Services.

Bromley has led the way on developing a Senior Black Asian and Minority Ethnic (BAME) Representative Scheme with support from London Councils

Recruitment practices

- To reach a wider pool of potential applicants, the LBB LinkedIn page is being revised to promote the work of the EDI Board to encourage people to work for Bromley.
- We are partnering with other agencies in the borough to deliver equality outcomes for example the One Bromley BAME mentoring scheme on a pan agency basis, and the 'local jobs for local people initiative'.
- We are also reaching out across the country to recruit the widest possible pool of diverse and talented social workers – we are proactive in contacting universities and calling for students to undertake their social work placements with us. Once at Bromley, student social workers can access our Social Work Academy, as well as our wider learning and development offer. We also have a good number of students on placement who then come back to Bromley as NSQWs.
- We have revised and rolled out a new programme of mandatory recruitment and selection training for all recruiting managers.
- Our job adverts have been amended to include a 'Positive Action' statement for specific positions.

TACKLING RACIAL INEQUALITY

Good Practice Case Studies

LB Bromley
Inclusive recruitment and
professional development

Training/mentoring programmes

- We have commissioned and rolled out a programme of unconscious bias training (both as e-learning and in a virtual classroom setting), which has been attended by over 200 managers.
- We have revised and rolled out a new programme of mandatory recruitment and selection training for all recruiting managers.
- We rolled out a Black History Month programme to staff in October 2020 with a range of online activities to commemorate and discuss the longstanding contributions of Black people to British society. Our Chief Executive also wrote a personal essay to all Bromley staff on the significance of Black History Month.
- We have a diverse Social Work Practice Advisory Group (known as SWPAG), which brings together staff from across the service to have open and honest discussions with senior managers. This is an invaluable forum for newly qualified social workers and frontline workers to enter into dialogue with senior managers, particularly on what more we can do to promote an anti-racist approach in the way that we design and deliver social care services.
- We have developed a social work academy in Bromley, which provides a structured career path and continuing professional development opportunities for all staff, from student social workers and trainees, through to newly qualified social workers and frontline staff, up to middle and senior leader management positions. Colleagues at all stage of their professional development can access learning, advice and support through this important forum.
- We are developing a BAME mentoring programme, called Moving Up, which will specifically target BAME social workers with opportunities to access mentoring from a BAME manager, with a clear focus on advice, support and encouraging carer development.

We are developing a BAME mentoring programme, called Moving Up, which will specifically target BAME social workers with opportunities to access mentoring from a BAME manager

Equality statements and commitments

- We recently reviewed our Equal Opportunities Statement to strengthen our commitment to equality, diversity and inclusion.
- We have reviewed and strengthened our Equality Impact Assessment template and toolkit. The training is being revised in-line with the new procedure and will be rolled out to the workforce in due course.
- All staff, including new starters, are canvassed for their views in relation to the council's performance on equality, diversity and

TACKLING RACIAL INEQUALITY

Good Practice Case Studies

LB Bromley
Inclusive recruitment and
professional development

inclusion, both via our Welcome to Bromley induction programme and our all staff wellbeing surveys. The feedback from these activities informs our local equality, diversity and inclusion strategies.

All staff, including new starters, are canvassed for their views in relation to the council's performance on equality, diversity and inclusion

Community engagement

- We have established a central database of staff across the organisation who speak an additional language/sign language who are willing to assist residents who do not speak English as a first language.
- Our Public Health team carried out a BAME Engagement Survey to ascertain the perspectives of community leaders on Covid-19 in order to identify their concerns, challenges, and possible solutions to staying safe and well. The aim of the survey was to explore ways in which these can be addressed. A proposal is being developed in partnership with the BAME community groups and partners to address the priority areas.

Desired outcomes

- To strengthen our commitment to equality, diversity and inclusion.
- To create a working environment where all colleagues are able to achieve professional success and fulfil their potential in line with their career ambitions.
- To identify and recruit talented individuals from within the organisation with a particular focus on developing and promoting under represented protected characteristics.
- To reach a wider pool of potential applicants and to encourage people to work for Bromley, with a focus on diverse recruitment.

TACKLING RACIAL INEQUALITY

Good Practice Case Studies

LB Bromley
Inclusive recruitment and
professional development

Learning/evaluation

We have carried out two Covid-19 Staff Wellbeing Surveys, one in May 2020 and one in February 2021, which also explored our workforce's perception of our equality and inclusion agenda.

While there was generally a positive response to key questions on our equality and inclusion response, we want to drive forward a higher response rate (the council-wide response rate was 56 per cent) and we also want to ensure a better turnout from BAME staff across the organisation to have a greater understanding of where we can continue to make improvements.

Contact



Moushumi Bhadra
Head of Policy,
Projects and
Programmes