

Leicestershire County Council's Equality Strategy 2016-20

Equality Action Plan 2018-19

The County Council's Equality Strategy 2016-2020 has three aims:

- **To develop and support a diverse workforce**
- **To develop, commission and deliver inclusive and responsive services**
- **To foster good relations with and within the community**

As a Local Authority we are required to meet two specific duties under the Equality Act 2010:

1. Set specific, measurable Equality Objectives (EOs) every four years

The following objectives can be found throughout this Action Plan and help deliver the Council's aims until March 2020.

They are:

- ✓ **EO1:** To maintain or improve the council's workforce representation for gender, disability, sexual orientation, race and age by the end of March 2020.
- ✓ **EO2:** To provide fair pay and reward to council employees.
- ✓ **EO3:** To ensure that appropriate equality and diversity training is completed by staff and members of the council.
- ✓ **EO4:** The council has clear and accountable leadership for its equalities duties at all levels.
- ✓ **EO5:** To ensure all members of staff feel equally valued and supported.
- ✓ **EO6:** To understand the effect of our policies and practices on people with different protected characteristics and human rights.
- ✓ **EO7:** To provide information in the most appropriate and accessible way.
- ✓ **EO8:** To empower communities across Leicestershire to be cohesive, tolerant and resilient.

2. Publish sufficient information to demonstrate ‘due regard’ to the Public Sector Equality Duty:

To eliminate discrimination, harassment, victimisation and other prohibited conduct; and advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.

The information must be published annually in a manner that is reasonably accessible to the public. The Council does this through regular updates to the corporate Equalities Board and publishing an annual progress report on the LCC website. The next report will be published in July 2018.

The duty means we look at:

(i) How policies & practices affect our employees				
Ref	And we fulfill our duty by	Responsibility of	Deadline	Success will be measured by
D1a	Collate workforce equality monitoring data for quarterly monitoring	Business Intelligence	May 2018 Sep 2018 Nov 2018 Feb 2019	Workforce equality monitoring data is available to be reviewed quarterly by the Equalities Board
D1b	Annual publication of workforce equality monitoring data	Policy Officer (Equalities)	July 2019	Workforce equality monitoring data is published on the website by the due deadline

D2	Monitor and respond to the Council's progress against its representative workforce targets. For 2019 these are: BME 13.5% and Grade 13+ 16%; Disability 5.5% and Grade 13+ 4.5%; Women 64% at Grade 13+; Declaring sexual orientation 54%; LGBT+ 1.7%	Equalities Board Departments	May 2018 Sep 2018 Nov 2018 Feb 2019	Equalities Board and Departmental Equality Groups monitoring progress towards corporate targets and taking corrective action
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(ii) Other people affected by our policies and procedures

Duty	And we fulfill our duty by	Responsibility of	Deadline	Success will be measured by
D3	Undertaking a screening Equalities & Human Rights Impact Assessment (EHRIA) at an early stage of all major policy, strategy and service changes including decommissioning of services	Departmental Equalities Groups Equalities Board	On-going	Identifying, completing and reviewing EHRIAs against departmental programmes
D4	Completing a full EHRIA analysis in all instances where screening identifies a negative or unknown impact as a likely outcome, and/or where a public consultation exercise is to be carried out	Departmental Equalities Groups Equalities Board	On-going	See above

D5	Monitoring progress against the EHRIA completion programme	Policy Officer (Equalities)	May 2018 Sep 2018 Nov 2018 Feb 2019	Providing a quarterly progress report to Equalities Board
D5a	Publishing completed EHRIAs	Departments / Web	On-going	Up-to-date list of published EHRIAs by Department on the LCC website

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Aim 1	We will develop and support a diverse workforce			
EO1: To maintain or improve the Council's workforce representation for gender, disability, sexual orientation, race and age by the end of March 2020				
	Action	Responsibility of	Deadline	Success will be measured by
1.1	<p>Based on quarterly workforce data provided by Business Intelligence to the Equalities Board:</p> <ul style="list-style-type: none"> Identify trends or areas of work where a more detailed understanding of equalities information is required (BI) Make informed recommendations to the Equalities Board on how to respond to issues identified through relevant initiatives and strategies to inform subsequent action plan objectives 	<p>Leads:</p> <ul style="list-style-type: none"> Business Intelligence Team Departmental Equalities Groups <p>Supported by:</p> <ul style="list-style-type: none"> Policy Officer (Equalities) Human Resources Communications 	<p>May 2018</p> <p>Sep 2018</p> <p>Nov 2018</p> <p>Feb 2019</p>	<p>Agreeing areas for further analysis with the Equalities Board</p> <p>Implementing recommendations and monitoring their impact through subsequent data reporting</p>

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Self-declaration				
1.2	Alignment of the Fit for the Future solution with the Council's Equality Monitoring Policy and processes	Lead: <ul style="list-style-type: none"> • Human Resources Supported by: <ul style="list-style-type: none"> • Policy Officer (Equalities) • Contract Manager 	On-going	The requirements of the Equality Monitoring Policy and processes are reflected and prioritised during configuration of the Fit for the Future solution
1.3	Develop appropriate messages and campaigns to encourage staff to complete their self-declaration either on-line or through paper surveys Provide quarterly updates to each Departmental Equalities Group to reinforce the importance of self-declaration (DEG Chairs)	Lead: <ul style="list-style-type: none"> • Policy Officer (Equalities) Supported by: <ul style="list-style-type: none"> • Departmental Equalities Groups • HR Business Partners • Communications • Departments 	July 2019	An increase in declaration rates

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	Recruitment			
1.4	<p>All managers to attend mandatory training on Unconscious Bias as part of recruitment and selection training</p> <p>Ensure that this policy change is effectively communicated and that managers are trained</p>	<p>Lead:</p> <ul style="list-style-type: none"> • Learning and Development <p>Supported by:</p> <ul style="list-style-type: none"> • Departmental Equalities Groups • Departments • Policy Officer (Equalities) • Communications 	On-going	<p>Achieving recruitment and workforce representation data targets – see Duty D2</p> <p>Unconscious Bias training attendance rates</p>
E02: To provide fair pay and reward to Council employees				
2.1	<p>Carry out an equal pay audit every three years</p> <p>Report the findings to CMT, People Strategy Board and Employment Committee</p> <p>Make appropriate recommendations to the Equalities Board and implement them</p> <p>Make recommendations to Departments as necessary</p>	<p>Lead:</p> <ul style="list-style-type: none"> • Human Resources <p>Supported by:</p> <ul style="list-style-type: none"> • Departmental Equalities Groups • Departments • HR Business Partners 	March 2019	<p>Future audits demonstrating that improvements have been made against recommendations</p>

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		<ul style="list-style-type: none"> • Policy Officer (Equalities) 		
2.2	<p>Ensure that gender pay gap data is collected for reporting annually to HMG</p> <p>Report on gender pay gap to CMT, People Strategy Board and Employment Committee</p> <p>Analyse gender pay gap data and make appropriate recommendations to the Equalities Board and implement them</p> <p>Make recommendations to Departments as necessary</p>	<p>Lead:</p> <ul style="list-style-type: none"> • Human Resources <p>Supported by:</p> <ul style="list-style-type: none"> • Departmental Equalities Groups • Departments • HR Business Partners • Policy Officer (Equalities) 	March 2019	<p>Publishing gender pay gap data in accordance with HMG requirements</p> <p>Future analysis and reporting indicates that progress against recommendations has improved the Council's position</p>
EO3: To ensure that appropriate equality and diversity training is completed by staff and members of the County Council				
3.1	<p>Ensure that LCC's Equality, Diversity & Human Rights Learning and Development Plan meets the aim of supporting and developing a diverse workforce and inclusive services.</p>	<p>Lead:</p> <ul style="list-style-type: none"> • Learning and Development <p>Supported by:</p> <ul style="list-style-type: none"> • Policy Officer (Equalities) 	March 2019	<p>Regularly reviewing e-learning modules, F2F and other equality and diversity training.</p> <p>Practical application of training material to job role as part of new supervision process.</p> <p>Monitoring feedback from staff about how training has improved</p>

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				performance & service delivery.
3.2	Increase the completion of mandatory equality and diversity training for all staff.	<p>Lead:</p> <ul style="list-style-type: none"> • Departmental Equalities Groups <p>Supported by:</p> <ul style="list-style-type: none"> • Learning and Development • Managers 	March 2019	<p>Monitoring uptake through managers' Tableau reports</p> <p>Achieving a 90% completion rate before or by the end of the Equality Strategy</p>
3.3	Increase the completion of mandatory equality and diversity training by managers.	<p>Lead:</p> <ul style="list-style-type: none"> • Departmental Equalities Groups <p>Supported by:</p> <ul style="list-style-type: none"> • Learning and Development • Managers 	March 2019	<p>Monitoring uptake through managers' Tableau reports</p> <p>Achieving a 90% completion rate before or by the end of the Equality Strategy</p>
3.4	Identify regular opportunities to engage with members by providing training, support and briefings (linked to changes in legislation or developments).	<p>Leads:</p> <ul style="list-style-type: none"> • Policy Officer (Equalities) • Members' Secretariat 	By end 18/19	<p>Recording levels of attendance from members at training, sessions and events.</p> <p>Reporting Member feedback to the</p>

				Equalities Board.
3.5	Use the Stonewall Workplace Equality Index as evidence-based benchmarking tool to assess achievements and progress in LGBT+ equality.	<p>Lead:</p> <ul style="list-style-type: none"> • TBC <p>Supported by:</p> <ul style="list-style-type: none"> • LGBT+ Staff Network • Communications • Human Resources • Policy Officer (Equalities) • Learning & Development • Commissioning Team • Departments 	<p>On-going</p> <p>Submit by Sept 2018</p> <p>Results due in Feb 2019</p>	Maintaining a Top 100 rating

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EO4: The Council has clear and accountable leadership for its equalities duties at all levels

<p>4.1</p>	<p>Provide key messages for organisational leadership to share with all staff / residents</p>	<p>Lead:</p> <ul style="list-style-type: none"> • Policy Officer (Equalities) <p>Supported by:</p> <ul style="list-style-type: none"> • Communications • Corporate Management Team 	<p>On-going</p>	<p>Incorporating messages from organisational leadership into the equalities communication plan.</p> <p>Positive media coverage / citations in community and other channels (eg: Stonewall)</p>
<p>4.2</p>	<p>Attending senior management conference to deliver Equalities workshops</p>	<p>Lead:</p> <p>Policy Officer (Equalities)</p> <p>Supported by:</p> <ul style="list-style-type: none"> • Senior managers • Communications 	<p>On-going</p>	<p>Seeking and acting on feedback from senior managers</p>

4.3	Ensure that the County Council commits at least one senior manager and/or member representative to participate in planned equality and diversity events both internally and externally.	<p>Lead:</p> <ul style="list-style-type: none"> • Policy Officer (Equalities) <p>Supported by:</p> <ul style="list-style-type: none"> • Cabinet Lead Member Equalities • Communications • Workers' Groups 	On-going	Senior manager / member attendance at every planned equality and diversity event in 218/19
EO5: To ensure all members of staff feel equally valued and supported				
5.1	Ensure that Equality & Diversity principles are embedded throughout initiatives and projects connected with delivery of the County Council's People Strategy. These principles will underpin workstreams that include Recruitment & Retention, New Ways of Working, Leadership etc.	<p>Lead:</p> <ul style="list-style-type: none"> • Human Resources <p>Supported by:</p> <ul style="list-style-type: none"> • Policy Officer (Equalities) • Learning and Development • Communications • Departmental Equalities Groups 	On-going	<p>Increased employee satisfaction identified from feedback, eg: Staff Survey results</p> <p>EHRIA completed as required</p>

<p>5.2</p>	<p>Promote initiatives for disabled workers to provide the best outcomes in recruitment, retention and satisfaction levels.</p> <p>Develop recommendations for initiatives based on, eg: the outcomes of the Staff Survey and feedback from the Disabled Workers' Group</p>	<p>Lead:</p> <ul style="list-style-type: none"> • Policy Officer (Equalities) <p>Supported by:</p> <ul style="list-style-type: none"> • Disabled Workers' Group • Human Resources • Departmental Equalities Groups • Departments • Communications 	<p>By end 17/18</p>	<p>Seeking and acting on feedback from disabled staff and Workers' Group including through the Staff Survey.</p> <p>Upturn in recruitment and retention rates based on equality monitoring data.</p>
<p>5.3</p>	<p>Develop a corporate policy regarding employees who identify as Trans and / or are transitioning in line with advice from relevant parties, eg: Stonewall.</p>	<p>Lead:</p> <ul style="list-style-type: none"> • Policy Officer (Equalities) <p>Supported by:</p> <ul style="list-style-type: none"> • Human Resources • LGBT+ Staff Network • Communications 	<p>By end 18/19</p>	<p>Implementation of policy following consultation with appropriate representatives and Trade Unions.</p> <p>Positive employee satisfaction identified from feedback, eg: Staff Survey results</p>

Aim 2	We will develop, commission and deliver inclusive and responsive services			
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EO6: To understand the effect of our policies and practices on people with different protected characteristics and human rights				
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Service Delivery and Review				
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	Action	Responsibility of	Deadline	Success will be measured by
6.1	Revise the EHRIA toolkit to strengthen the quality assurance of equality impact assessments and related procedures.	Lead: <ul style="list-style-type: none"> Policy Officer (Equalities) Supported by: <ul style="list-style-type: none"> Departmental Equalities Groups 	End of 18/19	Improved reporting to the Equalities Board (quarterly) Measurable outcomes and improvements are achieved Community survey results Reduced trends in equality related complaints
6.2	Develop access to up-to-date data to enable a good understanding of the communities LCC serves.	Lead: <ul style="list-style-type: none"> Business Intelligence Team 	On-going	Ensuring that demographic data (eg: community mapping) is available as

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		Supported by: <ul style="list-style-type: none"> • Policy Officer (Equalities) 		required.
6.3	Enable and encourage the involvement of communities of interest and identify in: <ul style="list-style-type: none"> • The development of the equalities and human rights agenda; • Consultations and Equality & Human Right Impact Assessments related to major service changes; and • Constructive challenge of LCC policy and practice. 	Lead: <ul style="list-style-type: none"> • Consultation & Engagement Manager 	May 2018 Nov 2018	Submitting a bi-annual report to the Equalities Board on the work and outputs from Leicestershire Equalities Challenge Group
6.4	Ensure that new Members receive equalities and human rights training when elected and regular updates on equality issues during their tenure in office.	Lead: <ul style="list-style-type: none"> • Members' Secretariat Supported by: <ul style="list-style-type: none"> • Policy Officer (Equalities) • Cabinet Lead Member and Political Group Leaders 	On-going (no elections due in 2018)	Member training events are delivered and well attended

	Procurement (including service specification design, procurement, contract compliance, contract renewal and de-commissioning services)			
6.5	Complete a review of equalities in procurement and contract management and make recommendations to the Equalities Board.	Lead: <ul style="list-style-type: none"> Policy Officer (Equalities) Supported by: <ul style="list-style-type: none"> Commissioning Support 	End 18/19	Recommendations to support equalities objectives are met through procurement are agreed
EO 7: To provide information in the most appropriate and accessible way				
7.1	Raise awareness of, and ensure compliance with, the Making Information Accessible policy.	Lead: <ul style="list-style-type: none"> Policy Officer (Equalities) Supported by: <ul style="list-style-type: none"> Communications 	On-going	Providing printed and online information in a range of languages and formats such as Easy Read. Reduced trends in equality-related complaints

7.2	Provide support to departments to ensure that LCC's Interpretation and Translation service meets service users' needs and identify any areas where improvements can be made.	Lead: <ul style="list-style-type: none"> • Policy Officer (Equalities) Supported by: <ul style="list-style-type: none"> • Departmental Equalities Groups • Communications 	On-going	Seeking and acting on feedback and complaints from service users Effective management of the I&T service contract with The Big Word
7.3	Re-establish our links with the Deaf community and re-state our commitment to the BSL charter.	Lead: <ul style="list-style-type: none"> • Policy Officer (Equalities) 	End 18/19	Improved liaison and relations with the Deaf community.

Aim 3

We will foster good relations with and within the community

EO8: To empower communities across Leicestershire to be cohesive, tolerant and resilient

Building Relationships and Engaging with Communities

	Action	Responsibility of	Deadline	Success will be measured by
8.1	<p>Provide front-line staff and Members with targeted and ad hoc support to develop their role in building good relationships between</p> <ul style="list-style-type: none"> LCC and the community / communities that it serves and Different communities and / or people with different protected characteristics. 	<p>Lead:</p> <ul style="list-style-type: none"> Policy Officer (Equalities) <p>Supported by:</p> <ul style="list-style-type: none"> Communities Team 	End 18/19	<p>Take-up of opportunities provided by the Equality, Diversity, Community Cohesion & Human Rights Learning and Development Plan</p> <p>Training evaluation reports</p> <p>Hate incident figures</p> <p>Levels of bullying and harassment / discrimination in Staff Survey</p>

8.2	Organise an annual conference for the Inter Faith Forum with the intention of encouraging joint working on shared aims between its members.	Lead: <ul style="list-style-type: none"> • Policy Officer (Equalities) 	Q3 18/19	Evaluation of the event.
8.3	Promote and engage with other activities organised by Inter Faith Forum members.	Lead: <ul style="list-style-type: none"> • Policy Officer (Equalities) Supported by: <ul style="list-style-type: none"> • Lead Member Equalities 	On-going	Attendance at relevant events
8.4	Develop an Equalities communications plan (internal and external combined) which can be delivered via the intranet, website, social media and local news (newspapers, radio and TV).	Lead: <ul style="list-style-type: none"> • Communications 	By end 18/19	Measuring and reporting on media coverage and social media reach.

Community Safety				
8.5	To work with local partners to protect the public, prevent crime and promote strong and integrated communities via the Prevent and Hate Action Plans. To work to combat potential or actual community tension.	Lead: <ul style="list-style-type: none"> Community Safety Team 	End of 18/19	Meeting the actions set out in the Hate and Prevent Action Plans and reporting annually to the Equalities Board.
8.6	To refresh and support delivery across the districts / boroughs of the LLR Hate Action Plan 2018-21 templates (linking where appropriate into other relevant strategies) for: <ol style="list-style-type: none"> a. Raising awareness b. Improving our response c. Re-assuring and strengthening communities. 	Lead: <ul style="list-style-type: none"> Community Safety Team 	End of 18/19	Acting on feedback received through the community survey. Monitoring progress against actions set out in the Action Plan.

8.7	To support the Prevent Action Plan and the multi-agency Prevent Steering Group.	Lead: <ul style="list-style-type: none"> Community Safety Team 	End of 18/19	There is progress against the Prevent Action Plan
Partnership Working				
8.8	Continue to work collaboratively with partners including supporting and contributing to the work of the Leicester Shire Equalities Forum (LSEF) and other associated partnership projects. This might include joint events.	Lead: <ul style="list-style-type: none"> Policy Officer (Equalities) 	On-going Report on partnership working by end 18/19	Reporting to Equalities Board on partnership working and joint campaigns. Outputs from the LSEF joint working Increased social media reach as a result of joint events.