

# **Progress Update Report on Equality Action Plan (2014-2016)**

# Equality Action Plan (2014-2016)

Action	Task/ Activity	Responsibility of...	Report on progress to date
<b>PE0 1: Understanding the employees of Leicestershire County Council (LCC) so that we can instigate actions that ensure fairness and equality of opportunity for all</b>			
Achieve targets that ensure fairness and equality of opportunity for all	Annually review workforce equality targets around age, disability, race, sex and sexual orientation	<ul style="list-style-type: none"> <li>▪ Performance and Business Intelligence</li> <li>▪ Human Resources</li> <li>▪ Policy &amp; Partnerships</li> </ul>	Completed. Due to re-set targets for the next three years in 2016. This will continue to be reviewed annually.
	Quarterly reporting of workforce equality targets to CMT and annual reporting to Equalities Board and People Strategy Board.	<ul style="list-style-type: none"> <li>▪ Performance and Business Intelligence</li> <li>▪ Human Resources</li> <li>▪ Policy &amp; Partnerships</li> </ul>	Completed. Overall, the trend is mostly in a positive direction. However, there are some identified areas for improvement, in particular the representation of employees who have a disability. Areas for improvement will be addressed in the 2016-2017 action plan, pending approval.

<p>Assess the information we have about our staff so we can develop achievable targets to ensure that everyone is treated fairly</p>	<p>Improve rates of staff self-declaration for equality monitoring purposes, with a particular focus on sexual orientation declaration.</p>	<ul style="list-style-type: none"> <li>▪ Human Resources</li> <li>▪ Policy &amp; Partnerships</li> <li>▪ Communications</li> </ul>	<p>We have continued to assess the information that we have about our staff. A communications plan to improve levels of self-declaration has been implemented. Self-declaration rates have remained fairly static however. Further work to improve rates of self-declaration is proposed, including a review of the categories provided on Oracle self-service and a paper form for employees without access to a PC.</p>
<p>Continue to analyse and publish our workforce information on our website</p>	<p>Analyse workforce equalities information quarterly and publish via website annually</p>		<p>Workforce representation information has been analysed quarterly.</p> <p>Workforce equalities information been published during the period 2014-16 as part of the annual performance report on the LSR website and quarterly contained with the Customers and corporate Health dash board. This information is not clearly signposted which has been highlighted as an issue and we are actively working to rectify this at the current time.</p> <p>In depth workforce equalities analysis that is currently available is not accessible or easy to understand. This is a further area for improvement.</p>
<p>Measure the effect of initiatives to improve the culture of the authority and satisfaction levels of employees (as measured by the staff survey)</p>	<p>Undertake a bi-annual staff survey and respond to key findings based on the protected characteristics</p>		<p>Completed. The most recent staff survey was in 2015. There is a response to key findings within the draft Equality Action plan 2016-17.</p>
<p>Develop appropriate positive action initiatives</p>	<p>Implement revised approach to</p>		<p>There were plans to extend representative recruitment panels to include LGBT and disabled staff. The extended representative</p>

to support equality targets	representative recruitment		<p>recruitment panel was re-evaluated and it was agreed to revert back to the original BME panels due to low interest in the expanded scheme.</p> <p>Recruitment and selection guidance has been revised.</p> <p>The effect of unconscious bias is now included in recruitment and selection training.</p>
	Embed initiatives within the learning and development programme, including unconscious bias training and the continuation of the Spring Forward and the Spring into Action courses to support our female, LGBT, BME and Disabled members of staff		Completed.
Further understand the specific requirements of staff from 'minority groups'	Support and empower the three Workers Groups and the Working Carers' Group to effectively implement actions that ensure fairness and equality of opportunity for all, specifically to support our LGBT, BME and Disabled members of staff and staff who are carers		<p>There is on-going contact between the Chairs of the Workers' Groups and the Corporate Equalities Team. Corporate Equalities updates are provided for the Workers' Group meetings upon request/ on an ad hoc basis.</p> <p>The Corporate Equalities Team supported the LGBT conference 2015 by devising and running a working shop with the straight allies.</p> <p>The Workers' Groups continue to be allocated a small budget to support their work.</p>
	Utilise the Stonewall Workplace Equality Index as a tool to improve		The Stonewall Workplace Equality Index continues to be a useful

	LGB policy and practice across the organisation		<p>tool for improving LGB policy and practise across the organisation.</p> <p>Highlights in improvements in LGB policy and practice over the past year include: a good practice guide for managers on managing LGBT staff; work with partners in the police, ambulance service and fire and rescue service to identify and celebrate LGBT role models across Leicestershire; and the publication of 'Monkey's Family', a picture book for young children who have been adopted by same-sex couples that explains the adoption process and why people might have two mums or two dads.</p> <p>It was announced in January 2016 that Leicestershire County Council is the top council in the Stonewall Workplace Equality Index – 7<sup>th</sup> place overall.</p>
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**PEO 2: Demonstrating equality in pay**

Monitor and review equality in pay using a variety of methods to ensure that all staff have the same chance of equal pay	Carry out an Equal Pay audit every three years and implement recommendations	<ul style="list-style-type: none"> <li>Human Resources</li> </ul>	<p>An Equal Pay Audit was not due during the period 2014-16. An Equal Pay Audit for 2014/15 data is now in progress.</p> <p>The previous equal pay audit was completed on 2011/2012 data and the recommendations from the report have been implemented since this time.</p>
	Explore the opportunity to strengthen future Equal Pay Audits using the data we hold on a range of protected characteristics	<ul style="list-style-type: none"> <li>Human Resources</li> </ul>	<p>This has been explored. However, this is largely dependent upon improving rates of self-declaration in order that we are able to draw meaningful conclusions from pay audits for a range of protected characteristics. It is unlikely that the Equal Pay Audit on 2014/15 data will allow us to draw meaningful conclusions around a wider range of protected characteristics, due to fairly static rates of self-declaration.</p>

**PEO 3: Ensuring that equality analysis is undertaken on all new and significantly changed policies, functions, procedures and services to mitigate**

adverse impact			
Improve the quality and consistency of our approach to undertaking Equality and Human Rights Impact Assessments to affect and influence decision making	Embed revised EHRIA process into existing structures, including Cabinet, Scrutiny etc. Where possible embed EHRIA process into partnership boards/ work e.g. LLEP, Health & Wellbeing Board etc.	<ul style="list-style-type: none"> <li>▪ Policy &amp; Partnerships</li> </ul>	EHRIA processes have been successfully embedded into existing structures. Cabinet reports include a section on Relevant Impact Assessments and Equal Opportunities Implications. The possibility of a draft summary pro forma for key decisions is currently being explored in order to provide further support in the EHRIA process.
	Strengthen consultation with key community groups, when relevant and via appropriate mechanisms, to ensure we speak to communities when changes will impact upon them	<ul style="list-style-type: none"> <li>▪ All Departments</li> </ul>	On track and on-going. The Leicestershire Equalities Challenge Group has fulfilled this role and has the potential to extend this further to start to consider EHRIAs in more detail. On 9 <sup>th</sup> February 2016 a workshop was facilitated to explain the EHRIA process to some members of Leicestershire Equalities Challenge Group.
	Develop an internal publicity campaign to promote the revised EHRIA process	<ul style="list-style-type: none"> <li>▪ Communications</li> <li>▪ Policy &amp; Partnerships</li> </ul>	Completed.
	Continue to undertake work to address the gaps in data/ information for all protected characteristics	<ul style="list-style-type: none"> <li>▪ All Departments</li> <li>▪ Research &amp; Insight</li> <li>▪ Policy &amp; Partnerships</li> </ul>	On track and on-going.
Embed equality analysis within the authorities approach to transformation	Support equality analysis of the Council's transformation agenda, specifically the enablers and T24 priorities	<ul style="list-style-type: none"> <li>▪ Change Management Unit</li> <li>▪ All Departments</li> <li>▪ Policy &amp;</li> </ul>	On-going. EHRIAs are picked up through the relevant Departmental Equalities Group and high risk or high level EHRIAs through the new consultation and engagement group. One to one meetings have taken place with authors of EHRIAs in transformation to provide support – most significantly on the

		Partnerships	combined authority EHRIA in October 2015.
	Equalities proofing of all key proposed service changes		EHRIAs are embedded within the business change process.
	Research and consider the development of a cumulative impact form.	<ul style="list-style-type: none"> <li>▪ Policy &amp; Partnerships</li> <li>▪ Adults and Communities</li> </ul>	There is currently a project in its early stages in Adults and Communities department which is starting to look at analysis of cumulative impact through EHRIAs and equality monitoring.
	Strengthen the EHRIA approach to be used on partnership/ multi-agency policies/ practices	<ul style="list-style-type: none"> <li>▪ Policy &amp; Partnerships</li> </ul>	N/A apart from the Better Care Initiative. An EHRIA template has been developed.
Develop a more streamlined approach to undertaking, evaluating and monitoring EHRIAs	Work with Departmental Equalities Groups (DEGS) to strengthen the procedure by which EHRIAs are scrutinised and signed off	<ul style="list-style-type: none"> <li>▪ Policy &amp; Partnerships</li> </ul>	The procedure for this has been strengthened and there are examples of good practise in departments. However, there are inconsistencies. Further work required to apply examples of good practise across the organisation.
	Develop a checklist for departments to ensure effective monitoring of EHRIAs and improvement plans to ensure that outcomes are embedded into business and service planning processes	<ul style="list-style-type: none"> <li>▪ Departmental Equalities Groups</li> <li>▪ Performance and Business Intelligence</li> <li>▪ Policy &amp; Partnerships</li> </ul>	Checklists have been developed by some individual departments to aid this process. Further work is required to develop consistency across departments.

Undertake regular corporate monitoring and reporting of progress against equality outcomes (service and corporate level)	Ensure the outcomes of all completed EHRIAs are reported on in line with the requirements of the Public Sector Equality Duty	<ul style="list-style-type: none"> <li>▪ Performance and Business Intelligence</li> <li>▪ Policy &amp; Partnerships</li> </ul>	Completed.
	Monitor and report progress on EHRIAs to Equalities Board annually	<ul style="list-style-type: none"> <li>▪ Performance and Business Intelligence</li> <li>▪ Policy &amp; Partnerships</li> </ul>	Completed.
	Regularly quality assess completed EHRIAs and publish all EHRIA's upon completion	<ul style="list-style-type: none"> <li>▪ Departmental Equalities Groups</li> <li>▪ Equalities Forum</li> <li>▪ Equalities Board</li> <li>▪ Policy &amp; Partnerships</li> </ul>	<p>The Communications, Engagement and Consultation Group has been established to fulfill this role for high risk EHRIAs. They also maintain a robust forward plan and risk register for consultation, engagement and EHRIA processes and report regularly to CMT and escalate issues as required. Further work could be done to strengthen general quality assurance (for all EHRIAs not just high risk EHRIAs).</p> <p>The annual progress report on EHRIAs to the Equalities Board includes the number of published EHRIAs against planned and completed EHRIAs.</p>
<b>PEO 4: Promoting and enhance understanding of equality, diversity, community cohesion &amp; human rights at all levels within Leicestershire County Council</b>			
Maintain the high profile of equality, diversity,	Maintain the equality, community cohesion and human rights content		On-going. The external web site redevelopment has now gone live, however further work is required in order to ensure that the content



community cohesion and human rights and promote corporate ownership of equalities issues	of the council's website and intranet pages		fulfils best practise.
	Implement the Equality Strategy 2013-2016 across the authority		Completed.
	Further embed human rights into the authorities existing approach to equality and diversity, including via training and the development of policy, and ensure effective promotion		On track and on-going.
Undertake capacity building with members to ensure they understand their community leadership role with regards to equality, diversity, community cohesion and human rights	Support the Cabinet Lead Member for Equalities to effectively champion the equalities agenda and maintain its profile within Cabinet and beyond		Meetings with the Cabinet Lead Member for Equalities are held on a regular basis with the Head of Service for Policy, Economy and Communities. Briefings on Equalities are provided as required.
	Provide training, support and briefings to all members to further support their understanding and implementation of equality, diversity, community cohesion and human rights issues		Training and support has been made available to members. This is an on-going area of work which will develop as key areas for training are identified.  One particular area of success was the LGBT awareness briefing session for members (Summer 2015) which resulted in some members demonstrating and interest in becoming Straight Allies.
Undertake capacity building with staff to ensure they understand their role with regards to	Provide general guidance, support and advice on equality, diversity, community cohesion and human rights		No issues. On-going

equality, diversity, community cohesion and human rights	Ensure all managers attend the 'Managing Diversity' course		It has not been possible to monitor this accurately. Implementation of the new Learning and Development system 'The Hub' as been agreed and will be implemented in June 2016. This system will allow us to more effectively monitor completion rates.
	Ensure all staff have received some level of equality, diversity and human rights training (refresher training if over two years ago)		It has not been possible to monitor this accurately. Implementation of the new Learning and Development system 'The Hub' as been agreed and will be implemented in June 2016. This system will allow us to more effectively monitor completion rates.
Further address equality, diversity, community cohesion and human rights knowledge gaps by providing a range of learning and development opportunities	Provide a range of equality, diversity, community cohesion and human rights learning and development opportunities in addition to the mandatory equality and diversity training		On-going. One particular success has been the introduction of the use of actor/ drama workshop for some staff groups. There has been excellent feedback from these sessions to date.
	Tackle issues around myths and misinformation about minority community groups in a positive and proactive way		An email information service was established to perform this function. Completed.
Provide opportunities to engage and develop understanding with staff at all levels within Leicestershire County Council, particularly to address discrimination	Promote appropriate equality and diversity events, including Equality and Diversity Week, Holocaust Memorial Day and Srebrenica Event, within available resources		Completed. There have been a number of successful Equality and Diversity events during this time which have been promoted within and outside of the authority as appropriate.
	Develop a range of activity to further embed equality, diversity and human		'Managing Diversity' training remains available to all managers.

	rights values more consistently in lower and middle tiers of management		The course is reviewed regularly.
	Develop communications on specific equalities issues, for managers to circulate (e.g. Manager Digest, Staff Matters, News for All)		Communications have had a meeting with Equalities Policy Officer/ Manager and the Chairs of the Workers' Groups quarterly to agree an Equalities communications plan.
<b>PE0 5: Reduce the number of hate incidents and increase levels of hate incident reporting across the County</b>			
Provide support to and work with partner agencies to increase levels of hate incident reporting across the County, with a view to further reducing the number of hate incidents across the County.	Promote the importance of reporting all hate incidents (around the protected characteristics) and increase the level of hate incident reporting across the County.		<p>Training and awareness on hate delivered to a range of partner agencies these include:</p> <p>Libraries, children centres, primary schools, secondary schools, Colleges, Adult and Communities partner agencies on board as reporting centres.</p> <p>Work closely with the Police - a joint approach with the Police on our Hate Awareness campaign for 2014 &amp; 15 - Stamp It Out Respect Difference say No to hate. Campaign evaluation report taken to the Equalities Board in June 2014 and June 2015.</p> <p>Use social media to during relevant international /national &amp; local campaigns /events in promoting the message of reporting hate. Including media and radio coverage during the Hate awareness week.</p> <p>440 incidents reported during 2014-15 via HIMP /Police compared to 474 during 2013-14. Target of 2.5% for 2014-15 has not been met. Down by 34 incidents.</p>

	Implement the 'Multi-Agency Hate Incident Reduction Monitoring Strategy Action Plan 2014-17		<p>The 2014 – 16 action plans completed. Progress against 2014-15 taken to Equalities Board June 2015.</p> <p>Actions achieved against the 2015-16. Progress against actions to be finalised with partners by the end of March. An update paper will be taken to appropriate boards and groups. Spring / summer 2016.</p>
	Provide support to Leicestershire Police, Leicester Centre for Hate Crime Studies (University of Leicester), and other partners when appropriate		<p>In 2015 Leicester University produced the findings from their research in their Hate Crime report which was based on Leicester. The Hate Co-ordinator, CST was a member on their planning meetings for scoping this piece of work.</p> <p>The Community Safety Team, LCC host a quarterly hate Incident Reduction Monitoring meeting with key partners and produces a quarterly dashboard that includes the Hate Incident Monitoring Projects data and the Police figures on reported hate incidents and crimes across Leicestershire.</p> <p>County Project Co-ordinator (Hate), CST attends the following partnership meeting:</p> <p>Hate Incident Scrutiny Panel meeting – lead by the Police</p> <p>LGBT Hate Crime meeting – lead by LGBT Centre and Police</p> <p>Hate Crime &amp; Healthcare Steering Group – lead by Leicestershire Partnership NHS Trust.</p>
<b>PEO 6: Encourage and empower under-represented groups and individuals to participate – in society, their community and at work</b>			
Allow all under-	Develop solutions to better consult,		On track and on-going. The Leicestershire Equalities Challenge

represented groups to contribute to consultation within service re-design and delivery, particularly as part of LCC's transformation agenda	engage and involve people from all communities in the council's decision making process at as early stage as possible		group play a key role in this.
	Ensure that equalities is fully embedded in LCC's revised consultation and engagement principles		Completed.
Develop an approach to enable full engagement and representation to take place with a wide range of individuals and community groups	Ensure that all the representation and engagement contracts are used effectively to engage under-represented groups e.g. Leicestershire Equalities Challenge Group		On track and on-going. The Leicestershire Equalities Challenge group fulfil this.
Ensure that all staff are empowered to participate at work, in particular under represented staff in the workforce	Continue to support and fund the Workers Groups to enable them to maintain their consultation and service improvement role, including through an annual conference/event		The Workers' Groups have been provided with an annual budget. They continue to maintain a consultation and service improvement role.
Provide additional support to vulnerable communities and assist geographical communities and communities of interest to develop and run services and to influence the authorities decision	Ensure links are made to, and equalities is fully embedded within, the Communities Strategy to further encourage and empower under-represented groups to participate		On track and on-going.
	Support processes that involve the identification and development of potential 'community leaders'/'		The Leicestershire Equalities Challenge Group act as conduits to particular communities. There is a wide representation of people at

making	champions, who are able to empower individuals and community groups to participate		the quarterly meetings.
<b>PE0 7: Encourage engagement and communication with people in the most appropriate and accessible ways</b>			
Develop a range of suitable approaches to progress engagement and communication for a wide range of community groups	Continue to use a wide (and appropriate) range of communication methods and approaches to inform people about our services and any changes to them		On track and on-going. We are able to provide information in a wide range of languages and formats, such as easy read and large print documents, braille, transcription and audio.
	Raise awareness of our translation and interpretation service and British Sign Language (BSL) translation		New service was advertised on the intranet news and staff matters. TheBigWord have provided training for frontline staff.
	Develop a single approach to Easy Read documents and Plain English, for all departments to communicate with external audiences		Easy read is covered within the new Interpretation and translation contract with theBigWord. Plain English workshop was planned July 2015 but there was no take up.
	Continue to develop and support activity in conjunction with the BSL Charter and to work with the deaf community, when appropriate/ relevant		Action plan completed and signed off in 2015. A deaf awareness e-learning module has been developed and made available to staff.
Encourage and empower under-represented groups and individuals to play an active role in the Council's decision-	Promote LCC's new Consultation Principles to ensure that people from the protected equality characteristics are engaged and involved in decision-making processes,		Completed. This is fulfilled by the Leicestershire Equalities Challenge Group Contract.

making processes	strategies and initiatives		
	Promote shared activities and cross-cultural engagement, including opportunities for service delivery to involve different communities coming together		Completed. Activity within service departments supports opportunities for service delivery to involve different communities coming together.
Develop mechanisms and initiatives which will mitigate issues of access for specific individuals and community groups.	Explore ways in which to mitigate the impact of moving to online/ digital and removing face to face services.		Completed as part of EHRIAs where there has been a service change ie. A change from face to face services to online/ digital services.
	Investigate how we handle translations and access issues for small community groups		All language requests handled through the Bigword interpretation and translation contract. The interpretation and translation service has been promoted to frontline staff and on external website.
<b>PE0 8: Empower communities across Leicestershire to have and develop high levels of cohesion, tolerance and resilience</b>			
Further develop practices around partnership working to collaboratively prevent extremism locally and to combat potential or actual community tension	Support the Prevent Action Plan, the multi-agency Prevent Steering Group (Leicester and Leicestershire) and the Safer Communities Strategy Board		On track and on-going. The Community Safety Manager sits on the Prevent Steering Board and supports the Prevent action Plan which is an area of work that is on-going. A Prevent Officer has been recruited to ensure compliance with the relevant legislation.
	Monitor the impact of national and international events on the local context		Ongoing monitoring.
	Monitor potential and actual community tensions locally		Ongoing monitoring.
Work with communities of faith and belief to	Support the Leicestershire Interfaith		Completed. We have supported the Leicestershire Inter Faith Forum to meet regularly (approximately twice per year) during this

collectively develop high levels of cohesion, tolerance and resilience	Forum		time period.
Monitor changes demographic change to effectively support new arrivals, including integrating into society and to monitor trends in population statistics	Link with district/boroughs and Leicester City Council with regard to updates on new communities and demographic movements.		No progress.
	Support the Leicester New Arrivals Strategy Group, to monitor demographic change and implement new initiatives where appropriate		No progress.
	Continue to produce relevant research information on demographic change and population statistics		On track and on-going.
<b>PE0 9: Strengthening and developing equalities bodies/structures and embedding equality and diversity across partnership structures</b>			
Maintain the high profile of equalities bodies/ structures internally and externally to promote corporate ownership of equalities issues	Further strengthen and provide support to LCC's equalities bodies (Equalities Board, Equalities Forum, Departmental Equalities Groups, Workers Groups)		On track and on-going.
	Support the inclusion of equalities within the revised partnership approach for the County Council and Leicestershire		On track and on-going.



	Ensure the Stronger Communities Board own equality, diversity and human rights issues in addition to community cohesion issues in order to support vulnerable communities.		N/A – Stronger Communities Board no longer exists.
	Identify ways in which to promote and embed equality analysis on partnership initiatives/ projects. Including the development of an appropriate partnership tool		N/A apart from Better Care Together partnership. EHRIA template was developed.
	Conduct a mapping exercise to identify what arrangements partner organisations have in terms of E&D bodies and structures		There has been no formal mapping exercise, however we have on-going relationships with partner organisations and regularly attend the Leicestershire Equalities Forum meetings (attended by equalities leads from organisations across Leicestershire, such as the NHS, Universities, Police, District and Borough Councils).
Develop an approach to effectively embed equalities challenge and scrutiny across internal and partnership structures through engagement and representation from a wide range of equalities groups	Support the revised Leicestershire Equalities Challenge (LEC) Group (via the engagement and representation contract) and further promote and embed the work of the group across the Council and partnership structures		On track and on-going.
Continue to collaboratively work with partners to embed	Support and contribute the work of the Leicester Shire Equalities Forum (LSEF) and other associated		We continue to collaboratively work with the Leicestershire Equalities Forum. Examples of recent joint working include the production of a Pride 2015 event leaflet and joint working on the

equalities in partnership working and activities	partnership projects		Human Rights Tour Bid 2015.
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