

# **Leicestershire County Council's Equality Strategy 2016-20**

**Action Plan 2019-2020**

**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 2019.

### The duty means we look at:

<b>(i) How policies &amp; practices affect our employees</b>				
<b>Ref</b>	<b>And we fulfill our duty by</b>	<b>Responsibility of</b>	<b>Deadline</b>	<b>Success will be measured by</b>
<b>D1a</b>	Collate workforce equality monitoring data for quarterly monitoring	Business Intelligence	June 2019 Sep 2019 Dec 2019 March 2020	Workforce equality monitoring data is available to be reviewed quarterly by the Equalities Board
<b>D1b</b>	Annual publication of workforce equality monitoring data	Policy Officer (Equalities)	July 2020	Workforce equality monitoring data is published on the website by the due deadline

<b>D1c</b>	Annual publication of Gender Pay Gap reporting	Human Resources	April 2020	Gender Pay Gap data is published on the website by the due deadline and in accordance with HMG requirements
<b>D2</b>	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	June 2019 Sep 2019 Dec 2019 March 2020	Equalities Board and Departmental Equality Groups monitoring progress towards corporate targets and taking corrective action

## **(ii) Other people affected by our policies and procedures**

<b>Duty</b>	<b>And we fulfill our duty by</b>	<b>Responsibility of</b>	<b>Deadline</b>	<b>Success will be measured by</b>
<b>D3</b>	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
<b>D4</b>	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

<b>D5</b>	Monitoring progress against the EHRIA completion programme	Policy Officer (Equalities)	June 2019 Sep 2019 Dec 2019 March 2020	Providing a quarterly progress report to Equalities Board
<b>D5a</b>	Publishing completed EHRIAs	Departments / Web	On-going	Up-to-date list of published EHRIAs by Department on the LCC website

**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**

	<b>Action</b>	<b>Responsibility of</b>	<b>Deadline</b>	<b>Success will be measured by</b>
<b>1.1</b>	<p>Based on quarterly workforce data provided by Business Intelligence to the Equalities Board:</p> <ul style="list-style-type: none"> <li>• Complete an investigation into BME representation generally and particularly at 13+ and bringing recommendations for action to the Equalities Board</li> </ul>	<p>Leads:</p> <ul style="list-style-type: none"> <li>• Business Intelligence Team</li> <li>• Policy Officer (Equalities)</li> <li>• Human Resources</li> <li>• Black Workers Group</li> </ul> <p>Supported by:</p> <ul style="list-style-type: none"> <li>• Departmental Equalities Groups</li> <li>• Communications</li> </ul>	March 2020	Recommendations are agreed and an action plan is adopted

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"> <li>• Human Resources</li> </ul> Supported by: <ul style="list-style-type: none"> <li>• Policy Officer (Equalities)</li> <li>• Contract Manager</li> </ul>	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	Lead: <ul style="list-style-type: none"> <li>• Human Resources</li> </ul> Supported by: <ul style="list-style-type: none"> <li>• Departments / DEGs</li> <li>• Policy Officer (Equalities)</li> <li>• Communications</li> </ul>	July 2020	An increase in declaration rates

	Recruitment			
1.4	All managers to attend mandatory training on Unconscious Bias as part of recruitment and selection training	Lead: <ul style="list-style-type: none"> <li>• Learning and Development</li> </ul> Supported by: <ul style="list-style-type: none"> <li>• Departments / DEGs</li> <li>• Policy Officer (Equalities)</li> <li>• Communications</li> </ul>	On-going	Achieving recruitment and workforce representation data targets – <b>see Duty D2</b>  Unconscious Bias training attendance rates
<b>EO2: To provide fair pay and reward to Council employees</b>				
2.1	Carry out an equal pay audit every three years  Report the findings to CMT, People Strategy Board and Employment Committee  Make appropriate recommendations to the Equalities Board and implement them  Make recommendations to Departments as necessary	Lead: <ul style="list-style-type: none"> <li>• Human Resources</li> </ul> Supported by: <ul style="list-style-type: none"> <li>• Departmental Equalities Groups</li> <li>• Departments</li> <li>• HR Business Partners</li> <li>• Policy Officer (Equalities)</li> </ul>	March 2019	Future audits demonstrating that improvements have been made against recommendations

<p><b>2.2</b></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"> <li>• Human Resources</li> </ul> <p>Supported by:</p> <ul style="list-style-type: none"> <li>• Departmental Equalities Groups</li> <li>• Departments</li> <li>• HR Business Partners</li> <li>• Policy Officer (Equalities)</li> </ul>	<p>June 2019</p>	<p>Future analysis and reporting indicates that progress against recommendations has improved the Council's position</p>
<p><b>EO3: To ensure that appropriate equality and diversity training is completed by staff and members of the County Council</b></p>				
<p><b>3.1</b></p>	<p>Ensure that LCC's Equality, Diversity &amp; 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"> <li>• Learning and Development</li> </ul> <p>Supported by:</p> <ul style="list-style-type: none"> <li>• Policy Officer (Equalities)</li> </ul>	<p>March 2020</p>	<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 performance &amp; service</p>

				delivery. Evaluation report on the effectiveness of E&D learning and development initiatives
<b>3.2</b>	Increase the completion of mandatory equality and diversity training for all staff.	Lead: <ul style="list-style-type: none"> <li>• Departmental Equalities Groups</li> </ul> Supported by: <ul style="list-style-type: none"> <li>• Learning and Development</li> <li>• Managers</li> </ul>	March 2020	Monitoring uptake through managers' Tableau reports  Achieving a 90% completion rate before or by the end of the Equality Strategy
<b>3.3</b>	Increase the completion of mandatory equality and diversity training by managers.	Lead: <ul style="list-style-type: none"> <li>• Departmental Equalities Groups</li> </ul> Supported by: <ul style="list-style-type: none"> <li>• Learning and Development</li> <li>• Managers</li> </ul>	March 2020	Monitoring uptake through managers' Tableau reports  Achieving a 90% completion rate before or by the end of the Equality Strategy
<b>3.4</b>	Provide training and support to Diversity Advocates	Lead	Sept 2019	% of Diversity Advocates that have completed

		<ul style="list-style-type: none"> <li>Workers' Group Chairs</li> <li>Diversity Advocate Chair</li> </ul> Support <ul style="list-style-type: none"> <li>Equality Officer</li> </ul>		baseline training Campaigns driven and supported by the Diversity Advocates
<b>3.5</b>	Identify regular opportunities to engage with members by providing training, support and briefings (linked to changes in legislation or developments).	Leads: <ul style="list-style-type: none"> <li>Policy Officer (Equalities)</li> <li>Members' Secretariat</li> </ul>	By end 19/20	Recording levels of attendance from members at training, sessions and events. Reporting Member feedback to the Equalities Board.

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

<p><b>4.1</b></p>	<p>Provide key messages for organisational leadership to share with all staff / residents</p>	<p>Lead:</p> <ul style="list-style-type: none"> <li>• Policy Officer (Equalities)</li> </ul> <p>Supported by:</p> <ul style="list-style-type: none"> <li>• Communications</li> <li>• Corporate Management Team</li> </ul>	<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><b>4.2</b></p>	<p>Attending senior management conference to deliver Equalities workshops</p>	<p>Lead:</p> <ul style="list-style-type: none"> <li>• Policy Officer (Equalities)</li> </ul> <p>Supported by:</p> <ul style="list-style-type: none"> <li>• Senior managers</li> <li>• Communications</li> </ul>	<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"> <li>• Policy Officer (Equalities)</li> </ul> <p>Supported by:</p> <ul style="list-style-type: none"> <li>• Cabinet Lead Member Equalities</li> <li>• Communications</li> <li>• Workers' Groups</li> </ul>	On-going	Senior manager / member attendance at every planned equality and diversity event in 2019/20
<b>EO5: To ensure all members of staff feel equally valued and supported</b>				
5.1	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"> <li>• Human Resources</li> </ul> <p>Supported by:</p> <ul style="list-style-type: none"> <li>• LGBT+ Staff Network</li> <li>• Communications</li> <li>• Human Resources</li> <li>• Policy Officer (Equalities)</li> <li>• Learning &amp;</li> </ul>	<p>On-going</p> <p>Submit by Sept 2019</p> <p>Results due in Feb 2020</p>	Maintaining a Top 100 rating

		<p>Development</p> <ul style="list-style-type: none"> <li>• Commissioning Team</li> <li>• Departments</li> </ul>		
<b>5.2</b>	<p>Ensure that Equality &amp; 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 &amp; Retention, New Ways of Working, Leadership etc.</p>	<p>Lead:</p> <ul style="list-style-type: none"> <li>• Human Resources</li> </ul> <p>Supported by:</p> <ul style="list-style-type: none"> <li>• Policy Officer (Equalities)</li> <li>• Learning and Development</li> <li>• Communications</li> <li>• Departmental Equalities Groups</li> </ul>	On-going	<p>Increased employee satisfaction identified from feedback, eg: Staff Survey results</p>
<b>5.3</b>	<p>Identify initiatives for disabled workers to be better supported through the actions and recommendations of the Disability Working Party and so enhance recruitment, retention and satisfaction levels of this group of staff</p>	<p>Lead:</p> <ul style="list-style-type: none"> <li>• Policy Officer (Equalities)</li> </ul> <p>Supported by:</p> <ul style="list-style-type: none"> <li>• Disabled Workers' Group</li> <li>• Human Resources</li> </ul>	By end 19/20	<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>

		<ul style="list-style-type: none"><li>• Departmental Equalities Groups</li><li>• Departments</li><li>• Communications</li></ul>		
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<b>Aim 2</b>	<b>We will develop, commission and deliver inclusive and responsive services</b>			
<b>EO6: To understand the effect of our policies and practices on people with different protected characteristics and human rights</b>				
<b>Service Delivery and Review</b>				
	<b>Action</b>	<b>Responsibility of</b>	<b>Deadline</b>	<b>Success will be measured by</b>
<b>6.1</b>	<p>Improve the identification and quality assurance of high risk equality impact assessments through</p> <ul style="list-style-type: none"> <li>• Streamlining the EHRIA toolkit / guidance</li> <li>• Alignment with relevant processes, eg: Cabinet Forward Plan, escalation to the Equalities Board</li> <li>• Opportunities for support and networking to Departmental Equalities Groups</li> </ul>	<p>Lead:</p> <ul style="list-style-type: none"> <li>• Policy Officer (Equalities)</li> </ul> <p>Supported by:</p> <ul style="list-style-type: none"> <li>• Departmental Equalities Groups</li> </ul>	End of 19/20	<p>Improved EHRIA completion reporting to the Equalities Board (quarterly)</p> <p>Measurable outcomes and improvements are achieved</p> <p>Community survey results</p> <p>Reduced trends in equality related complaints</p>

<p><b>6.2</b></p>	<p>Develop an evidence base of equality issues in Leicestershire, aligned to the strategic outcomes for the revision of the Equality Strategy</p>	<p>Lead:</p> <ul style="list-style-type: none"> <li>• Business Intelligence Team</li> </ul> <p>Supported by:</p> <ul style="list-style-type: none"> <li>• Policy Officer (Equalities)</li> <li>• Departmental Equality Groups (DEGS)</li> </ul>	<p>June 2019</p>	<p>Spatial Demographic data and information on the outcomes and service user experience for protected characteristic groups compared to the general population is available.</p>
<p><b>6.3</b></p>	<p>Enable and encourage the involvement of communities of interest and identify in:</p> <ul style="list-style-type: none"> <li>• The development of the equalities and human rights agenda;</li> <li>• Consultations and Equality &amp; Human Right Impact Assessments related to major service changes; and</li> <li>• Constructive challenge of LCC policy and practice.</li> </ul>	<p>Lead:</p> <ul style="list-style-type: none"> <li>• Engagement &amp; Consultation Manager</li> </ul>	<p>June 2019 Dec 2019</p>	<p>Submitting a bi-annual report to the Equalities Board on the work and outputs from Leicestershire Equalities Challenge Group</p>

**EO 7: To provide information in the most appropriate and accessible way**

<p><b>7.1</b></p>	<p>Review and revise the Council’s policy and guidance on Interpretation and Translation to incorporate the Accessible Information Standards into a comprehensive Making Information Accessible for everyone policy</p>	<p>Lead:</p> <ul style="list-style-type: none"> <li>• Policy Officer (Equalities)</li> </ul> <p>Supported by:</p> <ul style="list-style-type: none"> <li>• Communications</li> <li>• Departmental Equalities Groups</li> </ul>	<p>On-going</p>	<p>Providing printed and online information in a range of languages and formats such as Easy Read.</p> <p>Reduced trends in equality-related complaints</p>
<p><b>7.2</b></p>	<p>Re procure and implement a new interpretation and translation service with a revised specification to incorporate feedback from Service Departments and to allow commercial opportunities.</p>	<p>Lead:</p> <ul style="list-style-type: none"> <li>• Policy Officer (Equalities)</li> </ul> <p>Supported by:</p> <ul style="list-style-type: none"> <li>• CSU</li> <li>• Departmental Equalities Groups</li> <li>• Communications</li> </ul>	<p>Sept 2019</p>	<p>Seeking and acting on feedback and complaints from service users</p> <p>Effective management of the I&amp;T service contract with <del>The Big Word</del> the new provider</p>

<b>Aim 3</b>	<b>We will foster good relations with and within the community</b>			
<b>EO8: To empower communities across Leicestershire to be cohesive, tolerant and resilient</b>				
<b>Building Relationships and Engaging with Communities</b>				
	<b>Action</b>	<b>Responsibility of</b>	<b>Deadline</b>	<b>Success will be measured by</b>
<b>8.1</b>	Organise an annual conference for the Inter Faith Forum with the intention of encouraging joint working and improved collaboration to shared aims between its members.	Lead: Policy Officer (Equalities)  Supported by: <ul style="list-style-type: none"><li>• Lead Member Equalities</li></ul>	By end 19/20	Evaluation of the event.  Attendance at relevant events
<b>8.2</b>	Organise and host a Holocaust Memorial Day commemoration	Lead <ul style="list-style-type: none"><li>• Policy Officer (Equalities)</li></ul>	January 2020	Well attended event hosted.

8.3	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"> <li>• Communications</li> </ul> Supported by: Policy Officer (Equalities)	By end 19/20	Measuring and reporting on media coverage and social media reach.
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<b>Community Safety</b>				
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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"> <li>a. Raising awareness</li> <li>b. Improving our response</li> <li>c. Re-assuring and strengthening communities.</li> </ol>	Lead: <ul style="list-style-type: none"> <li>• Community Safety Team</li> </ul>	End of 19/20	Acting on feedback received through the community survey.  Monitoring progress against actions set out in the Action Plan.
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8.7	To support the Prevent Action Plan and the multi-agency Prevent Steering Group.	Lead: <ul style="list-style-type: none"> <li>Community Safety Team</li> </ul>	End of 19/20	There is progress against the Prevent Action Plan
<b>Partnership Working</b>				
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.	Lead: <ul style="list-style-type: none"> <li>Policy Officer (Equalities)</li> </ul>	On-going Report on partnership working by end 19/20	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.