

B&NES Council Equality Improvement Plan

September 2022

Introduction

The council's Corporate Equality, Diversity and Inclusion Steering Group (CEDIS) has agreed that the council should measure its equality progress against the Equality Framework for Local Government, setting targets for improvement where needed. An audit was undertaken during Spring 2021 which measured the council's current performance and equality activity against the recommendations of the Equality Framework for Local Government. This audit was reviewed at the CEDIS on 24th November 2021, and an improvement plan has been agreed. The improvement plan gives the Council strategic direction in its equality work, and at the same time includes the actions we need to take in order to meet the agreed targets. An annual review will ensure that the council maintains the required statutory duties (Equality Act 2010; Public Sector Equality Duty 2011).

The Improvement plan also incorporates specific race equality issues and actions (highlighted in blue) that the council has committed to. Also included are the actions set out in our Gender Pay gap report (highlighted in green). Thus, this plan brings all our equality related work into one document.

Background

The Equalities Action plan is set out in four sections, each representing one of the four equality objectives we have set for the Council. The Council is committed to the following objectives:

1. Showing leadership and organisational commitment to equality
2. Understanding and working with our communities
3. Providing responsive services and customer care
4. Employing a diverse and engaged Workforce

1. Leadership and organisational commitment to equality and diversity

Our aspirations

- *Our political and executive leaders demonstrate personal knowledge and understanding of local communities and show commitment to reducing inequality*
- *There is a coherent, shared vision of equality for the B&NES area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.*
- *Equality analysis/ impact assessment is integrated systematically into planning and decision making across the council*
- *Specific and measurable equality objectives have been integrated into our key strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders.*
- *The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political Policy Development and Scrutiny (PDS) process*

Lead Officer for the section: Will Godfrey, B&NES Council Chief Executive

What can the Council already evidence?	What are the gaps/what needs to be done?	By when	Responsible officer	RAG
Structures in place: Corporate EDI group (CEDIS) – comprises senior leaders from across the organisation – and chaired by Chief Executive shows clear senior buy in. Elected members also attend.	Increase diversity of membership of the Corporate Equality Diversity and Inclusion Steering Group.		Equalities Team	G
	Consider and address training needs of the group - Inclusive Leadership Training has been arranged to be delivered by The Diversity Trust for CEDIS members. Review potential ongoing training needs	Nov 2022 & Ongoing	CEDIS Equalities Team/CB	A
Plans in place: Equality Objectives and Equality Improvement Plan have been developed	The Equality Improvement Plan has been agreed at CEDIS; Identified CEDIS group members have taken responsibility for defined areas of the plan; Regular updates and progress reports to be given to CEDIS group.	November 2022	CEDIS Group	G

The Corporate Strategy has equality considerations incorporated within it and was presented to IEAG.	The Equality Improvement Plan to be shared across the organisation and public through publication on the website		CEDIS Group	G
	Review the Council's main organisational plans and strategies to integrate with Equality Improvement Plan (Strategic Evidence base to be refreshed with new population statistics with Census data, reliant on office for national statistics release date during 2023)	2023	Business Intelligence/ Equalities Team	A
Key leaders appointed for equalities: We have Director sponsors of worker groups (Cherry Bennett is the lead for Domestic abuse). We have a lead member for equalities (Dine Romero, who also attends CEDIS), and a new elected Member role specialising in access issues	Invite Member advocate for access to the CEDIS group and Lead Member for equalities to the Diversity Trust Training	Nov 2022	Equalities Team	G
We communicate about equality: We maintain a positive narrative around equality – key equality events are highlighted to staff and members of the public (e.g. Black History Month, LGBTQ+ History month, International Women's Day etc.)	Review equality calendar to ensure all Protected Characteristics are covered in the events we highlight and promote (with reference to Communication teams calendar).	Ongoing	Equalities Team	A
We have made use of FAQ pages used as myth busting on public interest projects	Share more celebrating success stories internally and externally about the work that has been done. Share messages of support when key events happen locally, nationally or internationally (Queen's death, Black History Month 2022)	Ongoing	Chief Executive/Leader/ Equalities Team	A

<p>We look for equalities impacts: Equality Impact Assessments are carried out using the council's own template. The Report Template now ensures officers make reference to the EQIA and complete one if proportionate. An EIA appendix is always included within the council's budget reports, and this aims to capture cumulative impacts</p>				
	<p>Set timetable for Equality Team to be included at the early stages of service planning and budget setting so equality analysis is an integral part of decision making not just a final check. EQIA template for budgets is available All budget plans must now include a completed EQIA.</p>		<p>Equalities Team Finance Team</p>	A
<p>We make sure members and officers are trained: LT/MT Group had an opportunity to attend AR training. Training on equalities available for all staff. Members have been encouraged to complete LGA online equalities training. Political group reps attended AR staff training.</p>	<p>A strategy is in place for induction training, including mandatory equalities training, for elected members from the 2023 intake</p>	<p>April 2023</p>	<p>Democratic Services Equalities Team</p>	G
<p>We scrutinise our work: Policy Development and Scrutiny - PDS panels have received equality reports and briefings (e.g. on Budget scrutiny from an equality perspective)</p> <p>Corporate PDS panel receives the equality appendix in relation to budget setting annually.</p>	<p>Present the Equality Improvement Plan to the Corporate PDS panel and thereafter make annual reports on progress. (Section Leads to report to PDS)</p>	<p>Sept 2022 & Ongoing</p>	<p>Democratic Services Equalities Team</p>	G
	<p>Schedule in full Council Equalities update, (Reporting back on BLM, Race Panel, CEDIS, Improvement Plan, Training, Disability Access, Refugee Resettlement)</p>	<p>Nov 2022</p>	<p>Democratic Services Equalities Team</p>	A

2. Understanding and working with our communities

Our aspirations:

- *Information about the local communities and their protected characteristics is being gathered and shared across the organisation and with partners*
- *Data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities*
- *Engagement mechanisms and structures are in place to involve equality stakeholders and scrutinise service delivery, decision making and progress.*
- *The organisation engages with all its communities when making decisions, including those with protected characteristics*
- *The organisation and its partners understand and monitor relations between different communities, and plan and deliver activities that foster good relations*
- *Local people are encouraged to participate in public life or in other activities where they are under-represented.*

Lead Officer for the section: Christopher Wilford, Director of Education and Safeguarding

What can the Council already evidence?	What are the gaps/what needs to be done?	By when	By whom	RAG
<p>We collect and share information: The Council has published its Strategic Evidence Base (SEB) for Bath and North East Somerset. This fulfils the statutory duty to undertake a joint strategic needs assessment of local health and care needs.</p>	The SEB is published and will be iterated as new intelligence is made available	Ongoing	Business Insight/ Research and Intel Team	A
The Council has Memorandums of Understanding in place between statutory partners (and others) regarding data sharing protocols.	Equality related data/data related to protected characteristics is largely based upon the last Census (2011) and is therefore quite out of date. Detailed demographic during 2023 and updates to the SEB will be released following that.	2023	Business Intelligence Team	A
<p>We analyse and use data: The Council uses evidence-based</p>	We need to review and revise our EQIA template and guidance to emphasise the importance of	Ongoing	Equalities Team	A

commissioning practices (see Service delivery section 3.) and we use information and data to inform our priorities/service design	referring to data and new legislation			
Our report template for decision making now triggers officers to engage with the Equality Impact Assessment process e.g. mapping gaps	The use of EQIAs provides essential equalities evidence required at the commencement of effective commissioning and procurement practices. CEDIS review practice as a regular agenda item.	Ongoing	CEDIS members	A
We have engagement mechanisms and structures in place Giving people a bigger say' is one of our corporate priorities and we have a dedicated Communities Team that supports community engagement.	We have ensured that new Community Engagement Guidance that accompanies the Community Engagement Charter has equality issues and considerations embedded within in	complete	Communities Team/ Equalities Team	G
Our Community Engagement Charter (approved in Feb 2020) is part of the Corporate Strategy (thus reviewed every 4 years). New guidance has been developed in relation to community consultation.	Guides are available for staff on the intranet and a training programme is currently being developed https://intranet.bathnes.gov.uk/our-community-engagement-framework-%E2%80%93-stakeholder-mapping	complete	Communities Team	G
Our EQIA process contains a section relating to consultation.	We need to improve our feedback. Our new Community Engagement Guidance include recommendations on how to feed back after consultations, and where to post results. To review at next CEDIS meeting (Nov 22)	Under development	Corporate Comms Team Communities Team	A
We actively encourage people from protected groups to take part in consultations and decision making We carry out specialist engagement where needed (e.g. Accessibility Study, Bath City Centre Security proposals 2021)	We need to incorporate guidelines on how to engage with seldom heard groups/those with protected characteristics within the forthcoming Community Engagement Guidance		Communities Team	A

Equalities Forums help scrutinise our work/service plans (appendix 2)	We need to review the terms of reference for the groups	Nov 22	Equalities Team	A
We have an Equality Groups page on website for groups to consult with.	To be reviewed and update	Oct 22	Equalities Team	A
We use a range of different consultation methods and formats for consultation (e.g. paper surveys, online, stakeholder meetings)	We need a more consistent approach to the consultation methods we use. Some use E-consult, Mail Chimp, Survey monkey etc. New guidance on Community Consultation to include recommended consultation methodologies. Training is being developed through a range of formats	Nov 22	Communities Team/Highways and Traffic/Equalities Team	A
We are tackling racism and fostering good community relations: A Race Equality Schools task force has been set up and includes partners organisations (SARI, BFESG) schools and council officers	Key issues arising from the Race Equality Schools Task Force to be shared with CEDIS and actions incorporated into this improvement plan.	Ongoing	Director of Education	G
We have set up a Race Panel made up of members of the local Community, Chaired by Cabinet Member, Councillor Dine Romero	The group has carried out a number of work streams to address racism in schools. The Race Charter is active. https://beta.bathnes.gov.uk/race-equality-charter-schools The race panel has been working on a number of projects including raising awareness of Bath's links to the International Slave Trade. Race Panel progress to be shared with CEDIS and actions incorporated into this improvement plan.	Ongoing	Member for Equalities	G
We work in partnership with Ethnic Minority led/focused organisations.	Continue to work in partnership (e.g on projects related to Black History Month; Webinars relating to Bath's history; Films relating to BLM). The Ethnic Minority Staff Network are leading on	Ongoing	Equalities Team	G

	celebrating 'Success Stories' of Black people who live in, work in or visit B&NES (Oct 22)			
We have a Strategic Partnership Against Hate Crime with Police, SARI, CURO etc. This group receives data on incidents, which is analysed and acted upon.	Summary reports on hate crime to be taken to the CEDIS group	Ongoing	Community Safety	G
We monitor and provide support to schools in respect of Serious Equality Incidents.	Continue to encourage schools to engage with local services e.g. SARI, SPACE LGBTQ+ Youth group.	Ongoing	Equalities Team	G
We involve local people, including underrepresented groups, in opportunities for public participation. We have Policy Development Scrutiny panels, and PDS Enquiry days.	We will encourage participation of a wide cross section of adults and young people in panels that will replace the Area Forums.	Ongoing	Communities Team	G
Responding to the recommendations in the Avon and Somerset Identifying Disproportionality report	The report has been widely disseminated locally and the YOS Management Board is overseeing the local response. Some of the issues are being followed up by the task and finish group on permanent exclusions, led by Jason Pegg and we have raised the need for ethnicity recording to be based on the 18+1 categories across all our systems. We await further guidance from the Avon and Somerset Criminal Justice Board about the introduction of a group to oversee the youth recommendations. Overall, the response is being led by Sarah Crew, Chief Constable	Ongoing	YOS Management Board	G
The recently established Race Panel is providing a way for community members to engage with us in respect of race equality issues.	A Twitter account will be set up for the Race Panel and a member of the group will receive social media training	TBC	Race Panel Comms Team	

<p>Throughout the pandemic we have developed ways of engaging through Webinars, and have managed to reach many protected groups in this way. (e.g. Young people's experience of covid; Black Lives Matter; Holocaust Memorial Day; LGBT History tour of Bath)</p>	<p>We need to continue with the webinar approach post pandemic, as well as face to face engagement.</p>	<p>Ongoing</p>	<p>All</p>	<p>A</p>
<p>For Elected Members we have a Parental leave policy and a dependent/carers element of the allowance scheme</p>	<p>We need to support political groups to undertake outreach to increase diversity of candidates particularly in relation to ethnicity in the run up to the next election in 2023 (liaising with Electoral Services and Legal Services).</p>	<p>Jan 23</p>	<p>Democratic Services/ Equalities Team</p>	<p>R</p>

3. Responsive services and customer care

Our Aspirations:

- Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle
- Equality objectives are integrated into service plans across the organisation, with progress towards them performance managed by key decision makers
- There is evidence that services are meeting the needs of a diverse community, and that take up of services is representative of the wider community

Lead Officer for this section: Tracey Long, Head of Customer Access & Improvement

What can the Council already evidence?	What are the gaps/what needs to be done?	By when	By whom	RAG
<p>We look for equalities impacts in our service development and delivery: EQIA's are carried out using the council's own template and we can evidence some very thorough EQIAs that capture issues & mitigations</p>	RE-publicise 1-1 support with EQIA available from the Equality Officer (consider resources and strategy to support this objective at CEDIS)	Nov 22	Equalities Team	A
EQIAs are all signed off by Heads of service, so there is some engagement with issues relating to service accessibility and appropriateness.	Review the EIA template to increase the focus on customer focused contact management, encourage services to use and analyse data (e.g. in respect of service demand and which channels customers are using to access).	Jan 2022	Equalities Team	A
<p>We're embedding equality considerations in our procurement Our procurement processes incorporate all legal requirements in respect of equalities legislation, and all 'above threshold' procurement exercises incorporate equality considerations.</p>	Review intranet pages and templates to ensure we take all opportunities to promote equality in our procurement work.	Complete	Equalities Team	G

<p>Templates are compliant – e.g. the Selection Questionnaire – asks about tribunal cases, and asks to see equality policy</p>	<p>Ensure intranet pages have been updated with relevant equalities information and guidance. Ensure intranet pages link to the council's Equality Impact Assessment pages/advice on EQIAs from the equalities team, and also to the JSNA pages.</p>	<p>Complete</p>	<p>Procurement manager/ team</p>	<p>G</p>
<p>We have taken part in an initiative aimed at getting more Ethnic Minority businesses into the SME supply chain</p>	<p>Continue to work with Chair of the Ethnic Minority Staff Network</p>	<p>Complete</p>	<p>Equalities Team Procurement manager team</p>	<p>A</p>
<p>Equality objectives are integrated into service plans across the council</p> <p>Through our new Corporate Business Planning timeline and new Service Planning Templates we have the opportunity to embed equalities in our service planning processes. This will help us measure the extent that services are meeting the needs of a diverse community, and that take up of services is representative of the wider community</p>	<p>Equality analysis/impact assessment to be built into the corporate service planning template (and guidance notes will refer to the Equalities Team for advice and guidance). New template currently being developed (August – Sept 2022)</p>	<p>Nov 22</p>	<p>Corporate Governance/ Equalities Team</p>	<p>A</p>
<p>We have to balance our budget – Our Medium-Term Financial Strategy (MTFS) drives the service planning process. This shows how we will do this, maximising income, and reviewing other areas to make savings. The annual MTFS is subject to equality analysis</p>	<p>Ensure managers identify and capture equality issues early on in the process, and the earlier involvement of Equalities Team in carrying out equality analysis of the budget as a whole.</p>	<p>Jan 23</p>	<p>Corporate Governance/ Equalities Team</p>	<p>R</p>
<p>We have new Performance Management coming in. The most important thing will be to ensure there are equality indicators within Directors dashboards</p>	<p>Directors to include equality related performance indicators within the new Integrated Reporting Framework (Power BI dashboard). This will include quantifiable indicators (% of services who have completed an EQIA).</p> <p>CEDIS – to play monitoring role</p>	<p>TBC</p>	<p>CEDIS Corporate Governance/ Equalities Team</p>	<p>A</p>

<p>Council services are meeting the needs of our diverse community, and take up of services is representative of the wider community</p> <p>The Director of Business Change & Customer Services, reporting to the Chief Operating Officer will oversee a new Customer Contact Strategy and consistent Standards of customer handling for the council as a whole, bringing us together in a cohesive and consistent approach to customer service, with the core aim of Improving People's Live</p> <p>Staff in customer facing roles will access training on a regular basis and on initial contact users will be asked if they have any accessible needs</p> <p>We have developed monitoring guidelines of categories to use to monitor customer handling. Service Delivery standards may still vary due to legislative and policy regulations but standards for customer handling will be consistent.</p> <p>There are some good practice examples of where we have made important changes in redesigning our services (e.g. Children's</p>	<p>Equalities Team are feeding into the new strategy and standards to ensure equality issues are embedded. CEDIS to play a role in monitoring equality related access/appropriateness of services.</p>	Sept 22	Customer Services/Business Change Hub Equalities Team	A
	<p>Intranet pages to be updated as well as the website to advise staff of the support available for access needs (translation, accessible formats, language, cultural differences, experiences of public services, access and use of digital resources etc)</p>	Dec 22	Corporate governance/IT Digital Team/Equalities Team	R
	<p>Accessible formats training has been developed and will be delivered to Council staff following a pilot session and any required adaptations/amendments</p>	Oct 22	IT Digital Team/Equalities Team	A
	<p>Customer service standards have been defined and a plan is being developed for implementation,</p>	Sept 23	Customer Services/Business Change Hub/IT Digital Team	A
	<p>Ensure equality issues are managed when Agile Service Interventions are being carried out by the service redesign team with services to improve</p>	Oct 22 & Ongoing	Business Change Hub	A

<p>services 'front door review' reviewing the referral mechanism.</p>	<p>customer focused and efficient service delivery by ensuring EQIA's are in place as standard when opportunities are agreed for progression</p>			
<p>We are developing our website development to focus more on the needs of the customer.</p>	<p>The website will continue to be developed ensuring it is accessible, easy to navigate and complies with relevant legislation. When newer emerging technologies are explored, and online forms developed equalities impacts will always be considered</p>	<p>Ongoing</p>	<p>It Digital Team</p>	<p>A</p>

SECTION Four: Diverse and Engaged Workforce

Our aspirations:

- *We demonstrate movement towards greater diversity in our workforce profile compared with previous years, including increasing levels of previously under-represented groups at all levels of the organisation*
- *Our workforce strategies and policies include equality considerations and objectives*
- *We monitor, analyse and publish employment data in accordance with our statutory duties*
- *We provide a range of accessible learning and development opportunities to support councillors and officers in achieving equality objectives and outcomes*
- *We promote the health and well-being of staff*

Lead Officer for this section: Cherry Bennett, Director People and Policy

What can the Council already evidence?	What are the gaps/what needs to be done?	By when	By whom	RAG
<p>We have taken some steps towards increasing the diversity of our workforce</p> <p>Our workforce profile is published on the council's website here Data from the past 4 years shows that we have increased diversity slightly in relation to ethnicity, but our figures for disability remain at 3%</p>	<p>We will examine our current workforce profile data and set targets (Why, how- what will this tell us, how will this make a difference, represent the profile of the community) that are appropriate for our local area, in order to increase diversity where needed. (Census 2021 equalities data not published until 2023)</p>	2023	HR/Equalities Team/CEDIS	A
<p>We are trying to increase diversity in management: Stepping Up Programme – we are offering Ethnic Minority members of staff the opportunity to attend leadership training.</p>	<p>We have missing ethnicity data (20% unknown and additional 2% prefer not to say); sexual orientation data (17% unknown and additional 28% prefer not to say) and disability status (18% unknown and 7% prefer not to say). We need to continue to encourage staff to update their details on Itrent, giving them the confidence to disclose this information where they have</p>	Dec 22	Managers and staff Supported by HR and staff networks	A

<p>Since 2018 – 18 women have completed the Springboard Women’s Development programme and 2 ethnic minority staff have completed the Stepping Up programme. We continue to promote opportunities such as these where appropriate.</p>	<p>indicated that they prefer not to say.</p>			
<p>HR People Strategy 2019-23 states that “we want to promote and enhance diversity across the organisation” and includes specific areas of work. 11 staff videos are due to be launched in Sept 2022 promoting our inclusive and flexible working arrangements.</p>	<p>In process of being developed for Sept 22 - Development + Staff Network Group (for staff who identify as female) and a Carers Staff Network Group.</p>	<p>Sept 22</p>	<p>HR/OD and Equalities team</p>	<p>G</p>
<p>Our Strategic Leadership Team is comprised of 2 males and 3 females. Our wider Corporate Management Team (all Directors) is comprised of 6 males and 7 females.</p>	<p>The People Strategy will be refreshed in 2023 in line with the Corporate Strategy refresh and will include a stronger and more detailed workforce inclusion section. Our vision is to “Ensure that the workforce is representative of the community and that everyone in the organisation feels a sense of inclusion and belonging”</p>	<p>Dec 23</p>	<p>Director Of People and Policy</p>	<p>A</p>
<p>Our policies and strategies are inclusive</p> <p>Reasonable Adjustment process and panel; Disability Leave Policy. Flexible working Policies for those with caring responsibilities We are a Disability Confident Employer Foster Friendly Employer Recruitment Resolution Policy</p>	<p>As above, we will set profile targets to ensure that all levels of council management are diverse and representative.</p>	<p>April 23 & Ongoing</p>	<p>Director of People & Policy</p>	<p>A</p>
<p>As set out above, our HR People Strategy 2019-23 states that “we want to promote and enhance diversity across the organisation” and includes specific areas of work (e.g., Worker group</p>	<p>Undertake a comprehensive review of our existing Equality Impact Assessment for our main Employment related Policies and Procedures to ensure they are inclusive and that we have assessed the equality impact of our policies</p>	<p>Nov 22</p>	<p>HR&OD/ Equalities Team/Staff Network Chairs</p>	<p>A</p>
	<p>We need to review our People Strategy to include additional equality related actions that are highlighted as necessary in this audit or in any Equality Impact Assessments we undertake.</p>	<p>Ongoing</p>	<p>HR/Equalities Team/ Director of People and</p>	<p>G</p>

refresh; ' <i>Development Plus for Women</i> '	Planned review 2023		Policy	
We review harassment and bullying claims, grievances etc at our 6 weekly casework meeting. This enables us to check if there are problems for staff in particular departments.	Regular reports on equalities aspects of casework (including bullying/harassment) made to CEDIS group	Nov 22 & Ongoing	HR&OD/ Director of People and Policy	G
We analyse and publish workforce data Employee data on workforce profile, leavers, grievances and disciplinaries is published here annually	We need to analyse the data we have available to see if there are any trends (e.g. Less likely to shortlist Ethnic Minorities etc). Put on CEDIS agenda	Ongoing	HR/CEDIS/ Business Intel	A
We have started to explore how we might assess our race pay gap	We need to increase the completeness of our employee data, which will help us assess our performance (e.g. more complete ethnicity data will help us better assess our race pay gap). Regular comms out to all staff began in Sept 2022	Ongoing	HR/CEDIS/ Equalities Team	A
We are taking action to address our Gender Pay Gap Our Gender Pay Gap compares very favourably to other local authorities and is reducing. In 2019 the mean average hourly rate of pay of female employees across the council was £14.74 while the average hourly rate of men was £15.10. It means that over the past year the mean gender pay gap has reduced from 96 pence to 36 pence. See our <u>Gender Pay Gap Report - March 2020</u>	Put Gender Pay Gap report on CEDIS group agenda	Complete	HR	G
	Ensure payments are appropriately paid (so there are fewer ex gratia payments and therefore a reduction in bonus payments and increasing accuracy of hourly rate data)	Complete	HR	G

Arrange further Job Evaluation training	Complete	HR	G
Continue with the piece of work to identify gaps in data.	Dec 2022	HR	A
Improve our reporting capability to have data to enable some detailed analysis on the gender balance within the employee lifecycle e.g. re. interest in posts, shortlisted candidates, successful appointed candidates	Dec 2022	HR	A
Identify key areas of underrepresentation and further action	Complete	HR	G
Continue to embed unconscious bias training in our own practice and corporate training recruitment programmes	Sept 2022 & ongoing	HR	G
Support the development of women: Support a further cohort of the Springboard Development Plus programme for women, (2 B&NES employees signed up for the April 2022 cohort and finished in July 2022)	Ongoing	HR	G
Support the Stepping Up programme. Programme details for 2022 have been released and we are promoting to ethnic minority staff now	Ongoing	HR	G
Support training and apprenticeships that support women's development into senior roles:	Ongoing	HR	G
Continue with workforce monitoring analysis in relation to change programmes	Ongoing	HR	G
Continue to promote flexible working – particularly within Managers @MyBest essential managers package and as part of the wider Preparing for the Future programme	Ongoing	HR	G
Review Staff Engagement survey results to	Published	HR	G

	understand barriers to flexible working			
	Introduce Blended Working Charter as part of Preparing for the Future and new ways of working post-Covid		HR	G
We train our staff and elected members so they are knowledgeable and skilled in respect of equality issues and working with diverse communities Equalities training is available to staff via the @MyBest training Offer, and is also a part of corporate induction course. We use a wide variety of methods including standard courses, e-learning, 1-1 coaching	Conduct an overarching equalities audit of @my best training offer to ensure equality issues are integrated (in terms of content, materials, methods). Under review with new online EDI training provider being explored. In-person training now available for customer facing roles. Accessible training has been developed and will be piloted in Sept 22	Sept 22	OD/IT/ Equalities Team	A
An Anti-racist/equalities course run by the Equality Academy was rolled out to MT/LT group in 2020-21.	CEDIS members who did not attend the anti-racism course will be invited to attend 'Equalities for Team and Service' delivered by the Equality Academy as part of the Corporate Training Programme. Inclusive Leadership Training through Diversity Trust is booked for Oct 22, this includes unconscious bias, and how to create new habits.		CEDIS	G
In children's services, we are exploring 'mentoring that offers different perspectives for personal growth'	Explore how reverse mentoring could be rolled out across other parts of the Council. Suggest that we seek nominations from the workforce and leaders and invite to have a conversation	Oct 22	Director of Children's Services & Education/ EM Staff Network Chair	A
Councillors to complete an online LGA course. R& S course includes equalities scenarios;	Review recruitment and selection course materials. Review R&S course and R&S guidance – to ensure equality considerations are embedded within it	Oct 22 & Ongoing	HR	A

Customer First, customer service course makes reference to equalities.	Explore how we can adapt the PDC templates to include specific equality references and objectives, e.g. <i>'I am confident that I can deliver services in a way that meets the needs of our diverse community'</i>			
	Publicise a summary of our local community profile to staff following release of Census 21 data		Research & Business Intel	R
	Include within next Staff Survey Qs relating to understanding of equality objectives and delivering services to diverse customers		HR/ Research & Business Intel	R
Undertake smaller staff engagement pulse surveys to measure and explore levels of staff engagement and feedback about specific issues	Smaller staff poll – for example a small survey in September to understand how the cost of living crisis is affecting staff	Sept 22	HR/ Research & Business Intel	R
<p>We support the health and wellbeing of our staff</p> <p>See this comprehensive range of support here: which addresses a range of issues including MH; Employee Assistance Programme; Health Champions; Staff Groups and more</p> <p>We have a range of Wellbeing training on the Learning Zone. We have made the 'MH at Work Commitment'; We have supported 'Time to Change' since 2017. We have Wellness Action Plans and resources for managers to use.</p> <p>We have Staff Network Groups for Disabled, LGBT+ & Ethnic Minority</p>	Focus groups/world café/marginalisation of staff Please add comments and info – Lived experiences of staff – focus groups for policy/practice development (staff networks)	Jan 23	Staff network Chairs	G
		Ongoing	HR/Staff Engagement	G
	All staff networks chairs are invited to CEDIS group and contribute to all discussions as well as having a slot for updates. Gauge interest in a woman's career network group and carers group.		Staff Network chairs	G
Menopause staff support group established and a development of a managers training package (40 females attended <i>Menopause Awareness</i>		Ongoing	HR/Staff Engagement	A

<p>session, 24 managers attended Managers session (4 males) 19 male employees attended <i>Men: Let's talk menopause</i> June 2021. There is an active closed group on Yammer that offers ongoing peer support.</p>				
<p>We have a 'Reasonable Adjustment Process' and Panel in place ensuring consistency (see 4.2).</p>	<p>We need to regularly remind managers and staff of the RAP panel and process.</p>	<p>Ongoing</p>	<p>HR</p>	<p>A</p>
<p>H & B Incidents are not included in our annual Employee Data Reports as this would compromise anonymity. However, the CEDIS group can be given an overview to highlight the numbers of equality related H&B cases</p>	<p>Include H&B incident reporting on the CEDIS Group forward agenda.</p>	<p>Bi-annual</p>	<p>HR</p>	<p>A</p>