

MEETING

COMMUNITY LEADERSHIP AND LIBRARIES COMMITTEE

DATE AND TIME

WEDNESDAY 16TH SEPTEMBER, 2020

AT 7.00 PM

Dear Councillors,

Please find enclosed additional papers relating to the following items for the above mentioned meeting which were not available at the time of collation of the agenda.

Item No	Title of Report	Pages
1.	ANNUAL EQUALITIES REPORT 2019-20	3 - 36

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Annual Equalities Report 2019/20

16 September 2020

Title	Annual Equalities Report 2019/20
Report of	Chairman of Community Leadership and Libraries Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix 1: Annual Equalities Report 2019/20 Appendix 2: Barnet Council Workforce Equalities Data Appendix 3: Progress against Equalities Action Plan 2019/20
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Summary

This report seeks approval for the council's Annual Equalities Report for the financial year 2019/20 which demonstrates how the council complies with the Public Sector Equality Duty in the Equality Act 2010. The publication of the Annual Equalities Report (AER) forms part of that process.

This AER looks back over the previous financial year and details how the council has approached its statutory responsibilities under The Equality Act and the Public Sector Equality Duty; our approach to implementing our equalities policy; and our progress against our Strategic Equalities Objective, which is set out in the Barnet 2024 Corporate Plan. The AER is going to committee along with the Equalities, Diversity and Inclusion Policy and Action Plan for 2020/21 which proposes a number of priorities for further equalities work.

Officers Recommendations

1. **That the Committee note –the Annual Equalities Report 2019/20 and that it will be published on the council website**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Public Sector Equality Duty requires public bodies and others carrying out public functions to have due regard to the need to eliminate discrimination, to advance equality of opportunities and foster good relations.
- 1.2 The council has a Strategic Equalities Objective (SEO) that states how it will meet the duty. The current SEO – that residents be treated equally, with understanding and respect, and will have equal access to quality services - is set out in the current Corporate Plan: *Barnet 2024* which was published in March 2019. An annual Equalities and Diversity Action plan provides a detailed view of how the objective will be met. This report provides an update on progress against the 2019/20 plan.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The council is strengthening Equalities, Diversity and Inclusion agenda in order to demonstrate its legal duty, implement best practice and ensure our workforce reflects communities we serve.
- 2.2 Furthermore, in order to transparently monitor performance against the SEO, an Annual Equalities Report is produced by the council and published on the council website.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 There are no alternative reporting options considered.

4. POST DECISION IMPLEMENTATION

- 4.1 The Annual Equalities Report will be published on the equalities pages of the council's website. The priority actions identified in the Equalities, Diversity and Inclusion Action Plan for the financial year 2020/21 set out in a separate document, will be implemented.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 For the reporting period of 2019/20, the council's Strategic Equalities Objective (SEO) was part of the Corporate Plan 2016-2020. It was that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the taxpayer. The new Corporate Plan, Barnet 2024, included a refresh of the SEO as outlined in section 1.2.
- 5.1.2 To transparently monitor performance against the SEO, an Annual Equalities Report is publicly reported to council. The report details how the council has approached its statutory responsibilities under The Equality Act 2010 and Public Sector Equality Duty, (the report is included at Appendix 1 to this report).

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 5.2.1 There are no resource implications as a result of this report.

5.3 Social Value

- 5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process,

commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.4 Legal and Constitutional References

5.4.1 General Public Sector Equality Duty (PSED)

Section 149 of the Equality Act 2010 sets out the PSED. The duty requires public bodies in the exercise of their functions to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it. .

5.4.2 Obligations to publish information and set objectives

By the Equality Act 2010 (Specific Duties and Public Authorities) Regulations, SI 2017/ 353 the council is required to publish information to demonstrate its compliance with the Public Sector Equality Duty. The information must include information relating to persons who share a protected characteristic, who are its employees, or who are affected by the council's policies or practices. Publication is required annually. This information has been set out in each Annual Equalities Report published since 2014. Under the same regulations the council is also required to set and publish one or more equality objectives to comply with the Public Sector Equality Duty, at least every 4 years.

5.4.3 Protected Characteristics

The 2010 Equality Act identifies the following protected characteristics:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

5.4.4 In relation to the second and third arms of the PSED the relevant protected characteristics do not include marriage and civil partnership.

5.4.5 In addition to assessing the impact of proposals on the nine protected characteristics, the council also assess the impact on certain other groups, whenever possible, who may be considered disadvantaged and/or vulnerable. These additional groups include; carers, people on a low income, those who are unemployed, young people who are not in education employment or training (NEET), people with mental health issues and some families and lone parents.

5.5 Risk Management

5.5.1 Progress will be monitored against the council's Strategic Equalities Objective, to ensure that the council meets its statutory obligations under the Equality Act 2010 and the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

5.5.2 The council's 2014 Equalities Policy outlines how the council works with partners to ensure that our obligations under the Equality Act 2010 are understood and implemented. This Policy is currently being updated.

5.5.3 We work in partnership with organisations that have processes in place to meet their obligations under the Equality Act 2010. Equalities impact assessments are required as part of contractual agreements. The Strategy Team has supported officers from across the council during 2018/19 to ensure that equalities considerations are embedded into the decisions the council and partners make, and into business and financial planning processes. This has moved from being the responsibility of the Equalities Lead, to a shared responsibility across the team, which has been supported by Equality Champions from September 2018 onwards.

5.5.4 The Independent Government Review into PSED (September 2013) recommended that public sector bodies should take a proportionate approach to the requirement to pay due regard to equalities and not seek to 'gold plate'. It also recommended that the PSED should be further reviewed, suggesting in three years' time (September 2016). No further information is available about any proposed review of the PSED.

5.6 Equalities and Diversity

5.6.1 The legal requirements of the 2010 Equality Act are outlined above and describe the requirement for public bodies to pay due regard to equalities.

5.6.1 This Annual Equalities Report responds to the requirement to publish information to show compliance with the Equality Duty at least annually.

5.7 Corporate Parenting

5.7.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. Age is a protected characteristic and Barnet's approach to Equalities is to

ensure that the most vulnerable are protected.

5.8 Consultation and Engagement

5.8.1 It is not considered necessary to consult on the Annual Equalities Report. The Annual Equalities Report will be published on the council's website.

5.8 Insight

5.8.1 This report demonstrates how Equality and Diversity Data is used by the council to meet it's PSED, including the Joint Strategic Needs Assessment.

6. BACKGROUND PAPERS

6.1 September 2019 Policy and Resources Committee: Annual Equalities Report 2018/19

<https://barnet.moderngov.co.uk/documents/s52953/Annual%20Equalities%20Report%20201819.pdf>

6.2 December 2018 Policy and Resource Committee: Annual Equalities Report 2017/18

<http://barnet.moderngov.co.uk/documents/s50100/Annual%20Equalities%20Report%20201718.pdf>

6.3 June 2017 Policy and Resource Committee: Annual Equalities Report 2016/17

<https://barnet.moderngov.co.uk/documents/s40460/Annual%20Equalities%20Report%202016-17.pdf> .

6.4 June 2016 Policy and Resource Committee: Annual Equalities Report 2015/16

<https://barnet.moderngov.co.uk/documents/s32732/Annual%20Equalities%20Report%20201516.pdf> .

6.5 January 2015 Full council: Adoption of Equalities Policy

https://www.barnet.gov.uk/dam/jcr:45f49f6e-2d2f-4d0c-a35f-bd9a200def51/008627_Equalities_A4_Booklet_digital_.pdf

6.6 At the meeting on [24 June 2013](#), Cabinet Resources Committee approved the performance measures for monitoring progress against the council's Strategic Equality Objective, as set out in the Corporate Plan and required by the PSED.

Appendix One: ANNUAL EQUALITIES REPORT 19/20

Contents:

- 1. Introduction and context**
- 2. Demographics of Barnet**
- 3. Our approach to equalities**
- 4. Progress in 2019/20**
- 5. Next steps for 2020/21**

1. Introduction and context

- 1.1 This report details how the council has implemented its equality duty and met our statutory responsibilities in 2019/20. The report outlines our progress against the Strategic Equalities Objective (SEO) and how the council takes account of equalities in decision making. The accompanying action plan for 2019/20 included in appendix 3 is closed, and any future actions will be incorporated in the action plan for 2020/21.
- 1.2 Further references can also be made to the updated Equalities, Diversity and Inclusion Policy and Action Plan for 2020/21 which is being presented at this CLL Committee.
- 1.3 The 2010 Equality Act outlines the provisions of the general and specific Public-Sector Equality Duty (PSED) and requires Barnet to have due regard to the need to:
 - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
 - Advance equality of opportunity between people from different groups;
 - Foster good relations between people from different groups;
 - Set and publish equality objectives, at least every four years; and
 - Publish information to show their compliance with the Equality Duty, at least annually. The information published must include information relating to employees (for public bodies with 150 or more employees) and information relating to people who are affected by the public body's policies and practices.
- 1.4 This places a legal obligation on the council to pay due regard to equalities. We do this by assessing the impact of our actions on different groups in Barnet including those identified in equality legislation as protected characteristics, namely: age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy, maternity, sexual orientation, religion or belief.
- 1.5 In addition to assessing the impact of proposals on the nine protected characteristics, the council also assess the impact on certain other groups, whenever possible, who may be considered disadvantaged and/or vulnerable, for example, carers (including young carers), people on low incomes, people from areas of deprivation and the unemployed.
- 1.6 The impact of COVID19 on Barnet staff and residents has had a clear impact on the equalities work of the council. Some of these impacts are included in the action plan despite this report being based on the 2019/20 before the main impacts of the pandemic were being experienced.

2. Demographics of Barnet

- 2.1 Barnet Council uses demographic and equalities data to identify trends and barriers to help inform decision making and meet the SEO. This report uses evidence on demographic change in the borough taken from the recent 2019 update of the [Joint Strategic Needs Assessment \(JSNA\)](#). The JSNA contains a wide range of demographic data from national and local sources, and where possible, this has been benchmarked against regional and national data and put into time series so that the major trends in Barnet can be understood over time and compared. We also use evidence from other sources about service users and their needs from consultation feedback and the individual EIAs carried out for budget saving / income generation proposals.
- 2.2 The JSNA data highlights continuing and increasing pressure and demand for council services especially for children and older people, as the borough continues to grow, change and become increasingly diverse in race, ethnicity and religion due to natural growth, regeneration and migration. Key headlines include:
- For 2019, the population of Barnet was estimated to be 400,600 which is the largest of all the London boroughs. The borough's overall population is projected to increase by around 5% by 2030, taking the number of residents to approximately 419,200.
 - The number of people aged 65 and over is projected to increase by 33% between 2018 and 2030, compared with a 2% decrease in the 0-19 age group and a 4% increase for working age adults aged 16-64.
 - Between 2019 and 2030, the greatest increase in the over 65 population will occur in wards in the west of the borough (Colindale 91%; West Hendon 37% and Burnt Oak 33%), which are also amongst the most deprived wards.
 - The borough will become increasingly diverse, driven predominantly by growth within the existing population: Colindale, Burnt Oak and West Hendon have increasingly diverse populations that are more than 50% Black, Asian and Minority Ethnic (BAME).
 - The proportion of BAME people in the borough is projected to rise from 40.3% in 2020 to 42.8% in 2030.
 - Female life expectancy in Barnet (85.5 years) is significantly better than both London (84.3 years) and England (83.1 years).
 - Male life expectancy in Barnet (82.2 years) is significantly better than both London (80.5 years) and England (79.6 years).
 - Women in Barnet have a significantly higher life expectancy than men.
 - The life expectancy of people living in the most deprived areas of the borough are on average 7.6 years less for men and 7.9 years less for women than those in the least deprived areas, based on a comparison of the 10% most deprived and 10% least deprived areas in the borough.

3. Our approach to equalities

- 3.1 Since 2012 the council has adopted a consistent and proportionate approach to meeting the Public Sector Equality Duty so that we pay due regard to equalities as we respond to the needs of residents, council staff and businesses in the borough. We take account of equalities considerations in delivering services and in establishing the council's priorities, and the council incorporates equalities considerations into delivery plans and work plans. This includes addressing dementia, mental health, poverty and safeguarding issues for vulnerable adults and young people; promoting independent living; helping people to support each other and keep well for as long as possible in the community; reducing, delaying and avoiding reliance on statutory services for as long as possible; building individual,

family friendly and community resilience; sharing the benefits of growth and regeneration and supporting people into employment. Our approach to meeting the Public Sector Equality Duty for staff has been under review during the past year and, following the return of Strategic HR from Capita to the council, will be further developed going forward. Some of the changes to the council's approach to workforce equalities are outlined below, including the establishment of the Equality, Diversity and Inclusion Working Group and the increased role and profile of the Barnet Equalities Allies.

- 3.2** Since August 2019 there have been a number of developments to the council's approach to Equality, Diversity and Inclusion. The role of Equalities Lead was not replaced when the post holder retired in September 2018. Instead, the Equalities, Diversity and Inclusion agenda has been integrated in everything we do across the council with a crucial co-ordination and supporting role provided by the Strategy and HR teams. Senior Leadership was strengthened by identifying a sponsor role at CMT level and organisational visibility was strengthened by creating a steering group.
- 3.3** The approach taken by the council supports embedding equalities considerations in all council business and is strengthened by the recruitment of Equality Champions and the Equality Diversity and Inclusion Steering Group that were set up in 2018. Together with the already established Barnet Equalities Allies they continue to develop and oversee the progress of the annual EDI Action plan, and the workforce equalities data to identify and strengthen areas for improvement.

3.4 Strategic Equalities Objective (SEO)

The council's Strategic Equalities Objective (SEO) is: that citizens will be treated equally, with understanding and respect, and will have equal access to quality services. The SEO was updated in 2018 and forms part of the Corporate Plan, Barnet 2024. The plan outlines how we will work together with residents and businesses to achieve the following outcomes for the borough:

- A pleasant and well-maintained borough that we protect and invest in
- Our residents live happy healthy and independent lives with the most vulnerable protected
- Safe and strong communities where people get along well

- 3.5** The council formally monitors progress against the SEO through a set of indicators within the Policy and Resources delivery plan. These are:
- Improve the reporting and recording of protected characteristics to achieve a more comprehensive profile of the workforce
 - Ensure relevant policies and programmes that go to committee identify equality related impacts and demonstrate how these impacts will be mitigated
 - Work in partnership with the voluntary, community and faith sector and the Barnet Multi Faith Forum to bring communities together and celebrate diversity and foster community cohesion
- 3.6** This is reported to committee on a quarterly basis through the council's performance framework. In addition to this, performance against the SEO is also reported on through this report on an annual basis, which gives further detail to how the council has approached its statutory responsibilities under The Equality Act 2010 and PSED.

3.7 Equalities Impact Assessments

All council programmes should include an assessment of the potential equalities impact for employees, service users, and residents. It is the responsibility of service areas to conduct Equalities Impact Assessments (EqIA) on their programmes and projects. These should ensure that any impact on people with protected characteristics is identified and considered, and wherever possible should be mitigated. The analysis must be brought to the attention of decision makers and taken into account at each relevant stage of decision making. In 2019 the templates and supporting documents for completing Equalities Impact Assessments were updated and a new Equalities Hub on the Intranet was developed to support officers when completing EqIAs and to also promote Equalities across the organisation.

3.8 Annual Business Planning Process

Equalities considerations are embedded into council decision making processes and the annual business planning process. We are reviewing how to further strengthen this process. Proposed changes to policies and services are analysed to assess the potential equalities impacts and risks and mitigate them wherever possible. This information is provided to decision makers within an EqIA, with information on the full impact before implementation. In addition to producing EqIAs for individual budget proposals, the Cumulative Equalities Impact Analysis (CEqIA) explores the cumulative impact of Barnet Council's budget proposals on protected groups within the borough. This is provided and published alongside each year's budget proposals.

3.9 The Cumulative Equalities Impact Analysis (CEqIA) is published each year alongside the budget and includes evidence about service users and their needs, any relevant consultation feedback and a summary of all the individual EqIAs carried out for the budget savings proposals. The 2019/2020 CEqIA can be found at the following link: <https://barnet.moderngov.co.uk/documents/s51235/Appendix%20J%20Cumulative%20Equalities%20Impact%20Analysis%20CEIA.pdf>

3.10 Published in March 2019, the 2019/2020 CEqIA showed that the budget proposals for that year would result in some positive benefits for Barnet residents and businesses including those with protected characteristics. However, it was also noted that there could be cumulative minimal negative impacts on residents:

- With disabilities, certain age groups and on individuals depending on their marital status
- In addition to those with protected characteristics, the following groups could also be negatively impacted carers, people on a low income, those unemployed and young people who are NEET.

Mitigations for each of these impacts are outlined in the CEqIA, for example:

- Undertaking full consultation on care packages to ensure these are led by a thorough assessment of need
- Researching best practice before implementing environmental changes.

3.11 The CEqIA for the budget proposals for 2020/21 showed one EqIA with a negative impact and three with a minor negative impact. The full report can be found at: <https://barnet.moderngov.co.uk/documents/s57975/Appendix%20I%20Cumulative%20Equalities%20Impact%20Analysis%20CEIA.pdf>

In summary the 2020/21 CEqIA identified that there may be a cumulative negative impact on following:

- Residents with disabilities, those within certain age groups, and residents from different cultural backgrounds (ethnicity, faith and religion)

In addition to the protected characteristics, the following groups were also identified as possibly being negatively impacted by the 20/21 budget carers; people on a low income; unemployed; young people who are NEET; families; and lone parents.

Full impacts are outlined in the CEqIA, and some examples where there may be are outlined below:

- Implementing a pre-paid card solution: carers, people with mental health conditions, some families and lone families, those on a low income, unemployed and young people who are NEET may experience a possible negative impact
- Increasing the independence of older adults / clients with physical disabilities: could possibly have an impact on service users who have different cultural backgrounds. Carers may also experience a possible negative impact.
- The proposal to introduce an annual charge for the collection of garden waste from households may have a minor negative impact on older people and residents with a learning difficulty paying for the service online and residents living in areas of higher deprivation and unemployed.
- The Healthy Child Programme which is redesigning support for pregnant teenage parents may have a minor negative effect on possible impact on women under 20 years of age, women with a disability or special needs, and lone parents.

3.12 Mitigations for each of these impacts are outlined in the CEqIA, for example:

- Undertaking full consultation on care packages to ensure these are led by a thorough assessment of need
- Clients opt out of using prepaid cards, and instead choose to continue using Direct Payment
- Review of accessibility functionality on website and online webforms for paying for Garden Waste. The council will investigate options for subscriptions to be made via telephone where this is specifically required by some residents and can be done so in line with current card payment regulations
- The alternative, evidence-based service Maternal Early Childhood Sustained Home-visiting has been introduced. Teenage pregnancy rates will continue to be monitored as well as child health and wellbeing up to the age of 2
- Contract monitoring with home care providers will ensure that equalities issues are addressed. The assessment and support planning process, which fully involves the service user, will identify needs. Staff workforce development and training arrangements will ensure that staff understand and are able to respond to diverse need.

3.13 Consultation and Engagement

Barnet Council takes an active approach in consulting and engaging with residents and businesses when we are making changes to the way in which we deliver services, or when we want to seek views on the councils' plans and priorities. Over the past year we conducted over 60 consultations. All consultations are published on our [Engage Barnet](#) micro site.

Guidance on equalities has been incorporated into our consultation and engagement toolkit, to ensure that consultations are accessible and inclusive to different groups. Paper copies and alternative formats of consultations are also made available on request to ensure residents who do not have access to the internet or have different requirements can take part in our consultations. All consultations/questionnaires also include demographic questions, and where the consultation is statutory or part of an EqIA we will collect data on the relevant protected characteristics. The findings are analysed by each protected characteristic and incorporated into the results of the consultation, to help us to understand how views may differ between consultees and to identify if there are any negative impacts by the proposals for the protected characteristics. Service leads can then use this information to help shape the way in which services are designed and delivered.

With regard to consultation and engagement on workforce matters the council has an embedded approach to consulting and engaging with recognised staff representatives on all workforce matters. The council further recognises the role of groups such as the Equalities Allies in providing insight to planned changes that impact on the workforce, for example HR policies. A further example of the council's approach to engaging with specific groups is in relation to the council's move to its new offices in Colindale, where a network of change champions, including disabilities champions has been instrumental in the engagement process and informing management actions.

3.14 Equalities Champions

At the end of August 2018 Directors were asked to nominate members of their teams to become Equalities Champions. The purpose of this role is to provide peer-to-peer support to colleagues who are developing EqIAs or dealing with complaints that have an equalities element. In September 2018, two half days of training were provided to these individuals to support them in this role.

One of the requests from champions was to introduce an Equalities Champions Network that would meet on a quarterly basis. This would allow Champions to feedback and share their experiences. The Equalities Champions Network met for the first time in November 2018. Some of the points raised included a request for greater clarity over the role of a champion and how they are nominated; and a need for further training in the theoretical and legal context to the Public Sector Equality Duty and the EIA process. As a result, a review of the Equalities Champions Programme was conducted in 2019/20 and further training was given by an external provider. Business leads and finance partners have also been included in this year's Equalities Champions Training to ensure that equalities are at the forefront of business and financial planning.

3.15 Barnet Equalities Allies

Barnet Equalities Allies (BEA) are a group of staff who are passionate about championing equality in the workplace. BEA work to raise awareness of EDI at a

senior and strategic level, start more discussions about important topics, and trigger effective action going forward. The group also recognize and celebrate the diverse identities and cultures within our organisation.

In 2019/20 the BEA focused on increasing their membership, formalizing more regular meetings and roles, as well as delivering key learning events. This served as a way in which staff could learn more about equalities and diversity issues amongst different protected characteristics and introduce this into their service areas. The Strategy team created the diversity calendar for 2020 which was distributed to all staff and allowed them to follow some of the key events that were taking place across the council. Some of these events included Rainbow week, International Women's Day and Holocaust Memorial Day. This calendar was used by the BEA to develop an action plan for the year.

In 2020/21 the BEA will focus on increasing their membership further and creating staff networks for different protected characteristics in which key issues can be discussed and events will be planned for all staff. These events will continue to vary from fun, inclusive activities, such as a bake sales and film screenings, to opportunities to increase the understanding of the topic and raise awareness of the BEA, such as lunch and learns and panels. The BEA will also create an action plan that connects and cultivates initiatives to tackle racial inequality and promote inclusion in the council, and actively take a role in improving HR policy towards equalities.

3.16 Equalities, Diversity and Inclusion Steering Group

The Equalities, Diversity and Inclusion (EDI) Steering Group held its first meeting on 28 January 2018 and is currently co-chaired by the Director of Public Health and the Director Resources who are CMT Equalities and Diversity Leads. The purpose of the EDI steering group is to bring together the different elements of the council that play a role in supporting its equality duty and to proactively champion equality and diversity both internally and within our communities. The first priority of the group was to establish co-ordination across the council on equalities and diversity and to produce a joint action plan. This plan (included as Appendix) has replaced the former EDI Action Plan and is based on a nationally recognised framework and best practice. In 19/20 the number of meetings was increased to monthly and the EDI framework for Barnet was updated. A new EDI policy and action plan is also being presented at this CLL committee.

4. Progress in 2019/20

4.1 Strengthening internal processes

As part of the council's change to working practices in alignment with the move to Colindale, the council has had the opportunity to review flexible working arrangements and make reasonable adjustments to the working environment. These include improvements to technology and facilities that enable access by staff with particular physical needs and mobility issues, as well as better supporting remote access. Equalities, diversity and inclusion have been key considerations throughout the TW3 process. This flexible working may help to support our employees who have caring responsibilities as it gives them the option of being able to work from home more frequently, or at other touch down points across the borough, with less of a focus on the traditional office based working. A second review of TW3 is due to take place in Autumn 2020.

4.2 Equalities for staff

Through our Employer Supported Volunteering Scheme (ESV), we encourage all staff to get more involved in the borough by volunteering in the community. The scheme has been endorsed by the Chief Executive and other Directors. Volunteering provides an opportunity for staff to achieve greater understanding of all of our diverse communities and to help build trust, understanding and respect. Staff are able to use their existing skills or learn new ones. Future plans will include extending the chance for staff to offer pro-bono support to community groups using their professional skills.

We have continued to invest in improving the council's learning and development offer with a range of skills development opportunities available to all staff. The Council now include a mandatory EDI induction module for all new staff and managers; a new EDI, Bullying and Harassment training course was rolled out for all staff from May 2019. Unconscious bias training for senior managers will be rolled out to senior managers in July 2020, and eventually to all staff.

In March 2018 the council published its Gender Pay statistics which showed that on average, female staff earned more than male staff (see Appendix Two). The council has invested in specialist software to enhance its analytical capability for pay gap reporting following internal audit review that identified flaws in the previous analysis. The revised approach also introduces more detailed quality assurance on the analysis and the council is now in the process of using the new approach to analyse the ethnicity pay gap as well as the gender pay gap for its workforce. The council's gender pay gap is a matter of public record in line with statutory requirements, but due to COVID-19, reporting of this has been delayed.

The annual Our Stars Staff Awards ceremony is an opportunity for the council to recognise and reward the contribution of our staff. The annual recognition awards process has been in place for several years and includes the council's values as award categories, recognising those staff who have gone above and beyond to the benefit of residents and colleagues.

The council undertakes an all staff survey on a bi-annual basis together with regular pulse surveys each year to gain staff views and feedback on their experience of management, supervision, working conditions and training. The next survey will be conducted in Autumn 2020. We will analyse the results of this and involve staff in addressing any areas for improvement. The results of the staff survey alongside a staff survey action plan will be published on the intranet.

We continue to assess the equality impacts on staff of our proposals to modernise services and transformation projects through Equalities Impact Assessments (EIAs).

Updated workforce equalities data is included at Appendix Two to this report.

4.3 Expanding the Communities Together Network

Barnet is continually building stronger community partnership links through the Communities Together Network (CTN). The CTN is co-facilitated by Barnet Council and Inclusion Barnet, one of our key strategic Voluntary Community and Faith Sector (VCFS) partners. The CTN is the operational networking and information sharing forum to support Barnet's diverse communities. The CTN helps foster community

cohesion and enables organisations to take on more responsibility for their local areas to deliver better outcomes for residents and service users. Over the course of the year, it has doubled its membership from 700 to over 1400 bringing together the VCFS with public sector partners. The CTN enables a dialogue where the council can consult and seek input into decisions such as the refresh of the Community Participation Strategy and is a keyway in which the council supports fostering good relations between different groups within the community.

4.4 Barnet Multi Faith Forum (BMFF)

The BMFF is the council's strategic partner for faith organisations within Barnet. The group is a voluntary organisation that meets on a regular basis to address issues with regards to promoting understanding between religious groups within Barnet and to challenge discrimination concerning age, disability, race, religion and sexual orientation. They support social action projects designed to enhance the environment and living conditions of all in the borough. Examples of events and activities the forum have been involved in over the past year include:

- Changing the Culture Initiative event at Middlesex University- In June 2019 this event was held by Middlesex University with the aim of building bridges. Work was carried out to challenge gender-based violence and hate crime and they partnered with BMFF to work with community.
- The Winter Faiths Festival – It was decided at Committee in 2019 that all faiths and backgrounds should be celebrated in the winter months in Barnet. Partnering with the BMFF, Barnet Council put together the winter faiths festival. A calendar of events was organised, and a variety of faith organisations were asked to participate. Faith organisations were asked about the idea of opening their doors to the public and for people from different faith background so they could have the opportunity to meet people from different faiths, learn and engage with other faith groups. Faith groups that participated in the Winter faiths festival included Hindu, Buddhist, Jewish and Christian places of worship. The events were publicised to the public via the CTN bulletin, Barnet Twitter, Engage Barnet, and the Police Neighbourhood Watch and the BMFF network. A variety of faith festivals from the afore mentioned religions were celebrated during the winter months spanning form 2019- 2020. The Barnet Multi Faith Forum are looking at plans to continue with this form of celebrating religious festivals as it promoted education and community cohesion.
- Youth Forum at Unitas– In November 2019 The BMFF held a well-attended event at the Unitas Youth centre inviting young people from all faith backgrounds to perform spoken word, music, dance and sport. It introduced the idea of young people coming together to learn and respect differing faith backgrounds and strongly encourages understanding and dialogue as a way to challenge misconceptions. It was organised by the BMFF forum dedicated youth lead.

4.5 Barnet Islamic Centre Forum

In 2018 a forum of Muslim organisations was brought together in partnership with Barnet Police as a way to effectively communicate with the diverse communities that belong to the Muslim faith. The formation of the group has meant better communication links between these communities, the council and the police. With a rise in anti-muslim hate crime, this forum has proved to be an effective way to relay helpful information when incidents occur that affect this community.

In April 2019 the Barnet Islamic Forum was brought together in partnership with Barnet Police at a meeting held at North London Jamaat Khanna. Presentations were given by the Barnet Hate Crime Coordinator, S015, Barnet Prevent Co-ordinator and Education Officer and the Inspector Mosely the Neighbourhood inspector. There were approximately 20 attendees representing 6 Islamic organisations in Barnet. After the presentations the participants wanted to explore further the area of reporting Hate Crime and Islamophobia.

On 15th October 2019 an initiative to define Islamophobia came from the Barnet Islamic Forum. There has been controversy around the APPG definition of Islamophobia, as a result the Islamic community was asked about an idea of adopting their own definition. The idea also went to committee and it was agreed that the Barnet Islamic Forum would look to coming up with their own definition. Partnering with Tell Mama, one of the main Islamophobia reporting organisations, and Barnet Police, Barnet Council brought together young people and forum members to a workshop. The workshop had approximately 40 attendees which included mainly young people. The workshop explored the difficult and sensitive issues around the subject of Islamophobia. An adoption will be made after a final consultation with the Islamic Forum in September 2020. There was a delay in the adoption of the definition due to the outbreak of the COVID-19 epidemic.

4.6 Children's and Family Services

Barnet Council has continued with its vision to be the most family friendly borough in London where children, young people and their families feel safe, healthy, resilient, informed and listened to. Interviews were undertaken with 500 young people in November 2019 which showed that 84% of young people think that Barnet is a family friendly place to live with no difference between white and BAME respondents. All measures about the image of the Council, such as listening to young people and involving young people in decisions, have improved from the previous year. The survey also showed that 85% of young people (85%) feel people from different backgrounds get on well with each other.

Services for children in Barnet were rated as good by Ofsted, and much improved from the services that were found to be inadequate in 2017. Leaders and managers were said to have made purposeful progress, at pace, to establish a child focused service that is delivering good outcomes. The report highlighted the delivery of improved services for some of the most vulnerable children and young people and that workers show sensitive consideration of culture and ethnicity in their assessments.

A new Life Chances Strategy is being developed outlining plans to improve young lives and increase their opportunities to succeed. The new strategy captures the progress against previous priorities and actions and highlights a renewed commitment to improving outcomes for children, young people and families. The strategy is being updated to reflect the impact of the Covid-19 crisis.

Barnet continues to enjoy an excellent relationship with all its schools, providing support and challenge where necessary. Barnet monitors the educational outcomes and progress of all pupils, including specific groups where attainment is lower. Barnet's School Improvement Team monitor and challenge the performance of schools and provides regular meetings to communicate education updates and priorities and disseminate good practice. Effective monitoring and challenge from the Local Authority influences decisions on how schools spend their Pupil Premium,

which is additional funding allocated specifically for raising the educational achievement of disadvantaged pupils.

A high proportion of children (more than 96%) are attending a good or outstanding school compared to elsewhere in the country. Attainment of children at the end of primary school and secondary school have improved further with Barnet now ranked second for both Progress 8 and Attainment 8, with a high proportion of school children going on to study at university.

4.7 Voice of the Child

The Youth Assembly is a public-debating body made up of young people who work, live or study in the borough. Members raise motions that are both relevant to Barnet and important to them, and then have the opportunity to debate or vote on those motions. The Assembly also provides an opportunity for officers to engage with young people on plans, strategies and campaigns that affect young people in Barnet. The Assembly, now in its fourth year, has had 22 members signed up in 2019/20.

The UK Youth Parliament and Youth Ambassador elections this year had 31 candidates aged from 11 to 18 years old who were from 12 different ethnic backgrounds. The positions were promoted within schools and voluntary and community groups in Barnet including with Barnet on Point (Children in Care Council) and BING (SEND forum) ensuring that any young person who wished to apply had the right support they needed. We had one young person apply who is a child in care and 2 young people who identified as having a disability. One of the Members of Youth Parliament said in his campaign statement, 'I want to promote dialogue amongst people of all backgrounds and faiths so that students in Barnet are able to understand each other's religions and cultures.' Members of Barnet Youth Board, Youth Parliament and Youth Ambassadors have all have the opportunity to get involved in a social media campaign to have their voices heard on the issue of racial inequality/ discrimination to mark International Youth Day.

4.8 Support for children in care and care leavers through Live Unlimited

As part of our commitment to give every child the best start in life, the council set up Live Unlimited, a charity that provides access to enrichment activities for looked after children and young care leavers. Launched in February 2018, it's scheme called the Imagination Trust complements the extensive support the council provides, by purchasing items needed to enjoy hobbies and interests outside of school, college or work, such as musical instruments, bikes, fees to an athletics club or art equipment. Activities like these offer the chance to learn new skills, grow in confidence and meet new people. Live Unlimited also provides support for training and employment opportunities, particularly for care leavers, such as specialist software for a young person at university, or tools needed for an apprenticeship.

In 2019, Live Unlimited launched its second scheme, Driving Ahead, a package of 30 driving lessons plus the test for young care leavers. Care leavers rarely learn to drive due to the high cost of lessons and not having a family car to practice in. Run in partnership with the AA who provides the lessons, the scheme can be a gamechanger for a vulnerable young person, improving job prospect, improving confidence and sense of self-worth, as well as helping them connect with their families who often live hundreds of miles away.

4.9 Strengths-based approach

Adult Social Care continues to focus on prevention and early intervention for people with care needs and their carers using the strengths-based approach which enables people to focus on their own strengths and assets and recognises what goals they want to achieve, and looks at what community resources are available to support them. In 2019 Age UK Barnet launched new groups including Crafty Fridays; GLL Better Leisure hosted a Wellbeing Day with information and advice for over 70 people; The Barnet Group hosted a party for residents of their Sheltered Housing and Extra Care; and the final plans for Barnet Silver Week were put into place.

4.10 Support for older and vulnerable residents

In October 2019, the Prevention and Wellbeing Team led and co-ordinated Barnet Silver Week. This week-long celebration highlighted the skills and talents of the older population and gave people the opportunity to showcase what is on offer locally, encourage others to join in, and meet new people, with the aim of reducing isolation over the longer term as people continue with activities. Barnet Silver Week saw over 80 events hosted by 60 organisations, many of them coming together to collaborate on new projects. The events included exercise and dancing showcases, information and advice events, digital workshops, and events focusing on improving mental health and wellbeing. Healthwatch Barnet evaluated the Silver Sunday Afternoon Tea and information event and feedback included ““I live alone and good to see so many people”, “It’s helpful as it gives us a lot of information”, “Increases the awareness of services people can use”.

4.11 Fit and Active Barnet (FAB)

The council continues to work with GLL to deliver an innovative leisure contract that promotes a whole systems approach, delivering a range of services that meet the diverse needs of Barnet residents. Examples over the previous year include (but are not limited to):

- The council invested and opened two brand new leisure centres in September 2019; New Barnet Leisure Centre and Barnet Copthall Leisure Centre as at March 2020, 431,582 attendances had been recorded. This is a year on year increase of 154,093 attendances.
- The new facilities offer increased opportunities and a diverse programme catering for all ages and abilities.
- The continuation of Fit and Active Barnet (FAB); a campaign that encourages and inspires residents to include more physical activity into their day. The campaign represented a diverse range of residents to reflect the population, including age, race and disability.
- As of March 2020, 27,071 residents had registered for a FAB card, representing a 6,192 (29.7%) increase since 2019.
- Delivery of specialist health programmes that include children’s weight management, adult weight management and a cancer rehabilitation scheme
- Delivery of community-based sessions that seek to challenge barriers to participation, making physical activity accessible to all residents. Delivery is targeted at low participation groups and families with a focus on areas of deprivation, BAME, women and girls, disabled and older residents (55+)
- Gender specific sessions at leisure centres ensuring that the diversity of cultures in the borough are supported to remain physically active
- Better staff have received a range of training to ensure diverse needs of our residents can be met including; disability awareness, dementia friends and

mental health awareness. Each leisure centre has a nominated Dementia Champion and have pledged to a Mental Health Charter

4.12 Weight Management programmes

People from certain ethnic communities, those with learning disabilities and older population are at increased risk of increased weight and consequently diabetes. Therefore, it was important to consider the unique needs of these groups when refreshing the weight management care pathways during the 2019/20 financial year. Through focus groups and events (supported by VCFS organisations and faith groups including MENCAP, Greek Cypriot Brotherhood and Finchley Mosque), in addition to national care guidance, new pathways were developed that reflected these needs. For example, adults from Black and Minority Ethnic groups (BAME) can now be referred onto weight management services with a BMI of 27.5 rather than 30, providing the population cohort most vulnerable to diabetes with earlier access to support services. We are continuing to explore alternative programme offers for children and young people with Special Educational Needs and Disabilities (SEND) and adults with learning disabilities to ensure weight management services can maximise benefits for these groups too.

5. Next steps for 20/21

The council will continue to develop its approach to equalities, and meeting the Public-Sector Equality Duty, by delivering services and the council's priorities in a proportionate way which relates to the needs of our workforce, residents and businesses in the borough.

We will consider equalities, diversity and inclusion within our six corporate priorities and COVID19 recovery plans to ensure it is embedded in the work we do:

Thriving: Building a Barnet fit for the future, where all residents benefit from improved infrastructure and opportunity;

Family Friendly: A great place to grow up, with excellent schools, family home and children's service;

Healthy: A place with fantastic facilities for all age, enabling people to live happy and healthy lives;

Clean, Safe and Well Run: Investing in our environment, ensuring streets are clean and residents feel safe, underpinned by excellent customer services;

The Way We Work: Investment in our workforce and IT to focus on how we work ensuring residents and communities are at the heart of service delivery

Prevention: A holistic approach to prevention to ensure health, social and economic issues are identified and mitigated before they arise.

The EDI Policy and Action Plan for 2020/21 are being brought to committee as a separate agenda item.

Appendix 2: Barnet Council Workforce Equalities Data

Data Sources

Staff data LBB Human Resources HR Core March 2020

Barnet Citizen Data Census 2011 (and updated by the GLA's 2015 Round Population Projections (Borough Preferred))

The following tables summarise the data updated in March 2020 on the make-up of Barnet staff in relation to the protected characteristics. This is broken down by Directorate where possible and placed alongside comparative data for the borough of Barnet overall – taken as percentage of working age population (16-64 years old). It compares the percentage of each group represented in the Council with the information we hold about the make-up of Barnet residents from the Census 2011 (and updated by the GLA's 2015 Round Population Projections (Borough Preferred)). The findings, and a comparison of the data are presented below.

1. Gender make up of staff

Table One shows that women are the majority of Council staff at 58.74% in comparison with 51.20% in the Barnet Population.

Table One: Gender make up of staff

Directorate	Female	Male	Unknown
Adults & Communities	75.50%	22.48%	2.02%
Assurance	54.55%	45.45%	0.00%
Education & Skills	55.00%	45.00%	0.00%
Environment	32.00%	68.00%	0.00%
Family Services	78.24%	20.59%	1.18%
Finance	53.06%	46.94%	0.00%
Growth & Corporate Services	55.41%	43.24%	1.35%
Street Scene	24.22%	75.78%	0.00%
Total Council	58.74%	40.38%	0.88%
Barnet Population	51.20%	48.80%	0.00%

2. Gender Pay Gap

As reported in March 2018, women employed by Barnet Council earn £1.29 for every £1 that men earn when comparing median hourly wages. Their median hourly wage is 28.7% higher than men's.

Women occupy 71.4% of the highest paid jobs and 35.3% of the lowest paid jobs in the organisation.

3. Ethnicity of staff

Table Two shows in alphabetical order the ethnic groups employed in Barnet, compared with their overall representation in the Barnet population. There are fewer white employees in comparison with their overall representation in the borough (51.66% compared to 64.10%). This is also true for Chinese (0.39%), Indian (6.08%), Pakistani (0.94%), and Other Asian (1.27%). However, further analyses is needed to describe ethnicity distribution by pay grades.

Table Two: Ethnicity of staff

Ethnic Group	% in Council employment	% in Barnet Population
Bangladeshi	1.44%	0.6%
Black African	7.36%	5.4%
Black Caribbean	8.57%	1.3%
Black Other	1.66%	2.7%
Chinese	0.39%	2.3%
Indian	6.08%	7.8%
Other Asian	1.27%	7.9%
Other	0.28%	6.3%
Pakistani	0.94%	1.5%
Prefer not to say	2.54%	2.1%
White	51.66%	64.1%

4. Sexual orientation of staff

The lack of reliable data on sexual orientation of the UK population makes it difficult to make meaningful comparisons with staff data. 14.71% of Barnet staff preferred not to disclose their sexual orientation, a higher proportion than the London average figure of 8.4%. Due to the fact that this minority have chosen not to disclose their sexual orientation, there are very few conclusions that can be drawn.

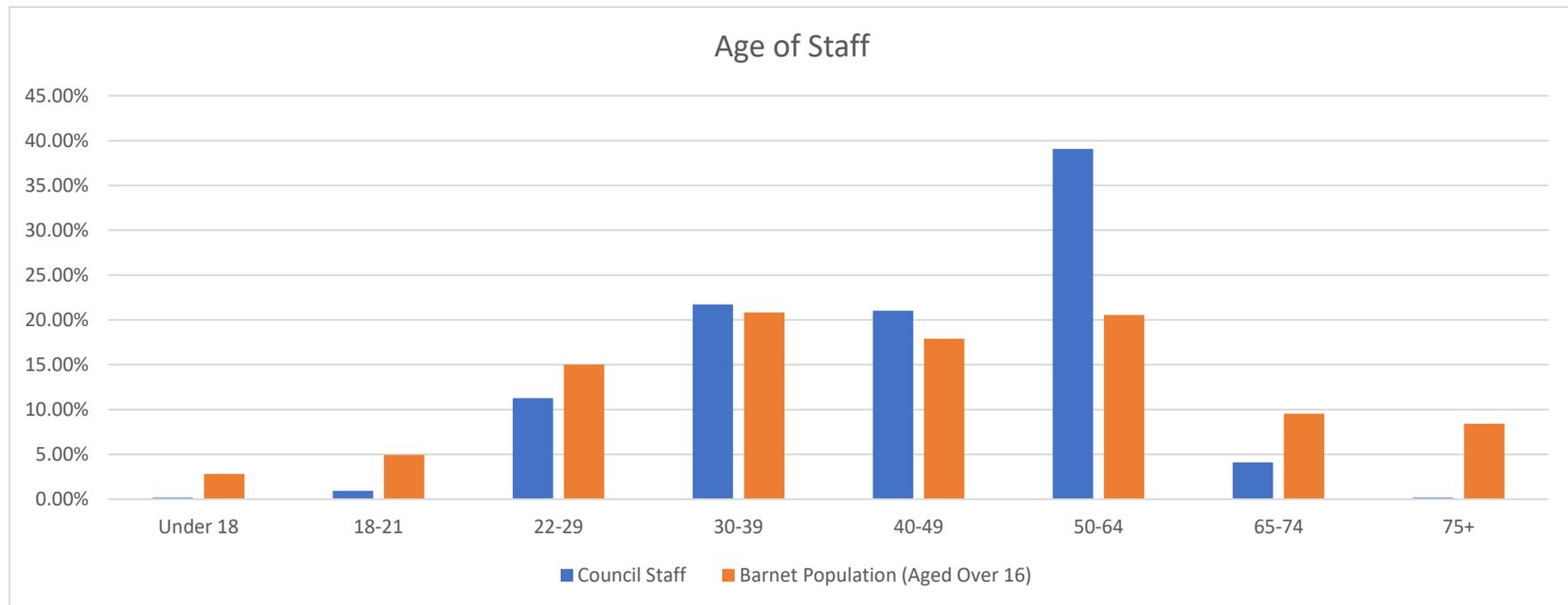
Table Three: Sexual orientation of Staff

Grouping	Heterosexual	Bisexual	Gay	Lesbian	Prefer not to say
London Average	89.0%	0.7%	1.9%	1.9%	8.4%
Total Council	68.14%	0.77%	0.77%	1.05%	14.71%

5. Age of staff

Average age of our workforce in 2019 was 45. This is higher than UK average age of 39 that is predicted to raise to 43 by 2030. Table Four below shows there are fewer staff aged 29 and below than in comparison with their overall representation in the borough. Staff aged 50-64 make up 39.05% of employees, compared with just 20.55% of the Barnet population. Also, there are significantly fewer staff aged over 65 compared to the resident population, so this is to be expected.

Table Four Age of staff



6. Staff with disabilities

Table Five below suggests that the disability profile of Barnet employees is less than the representation of People with Disabilities living in Barnet. However, this difference is small, and does represent an improvement on last year's figure of 4.8% of staff.

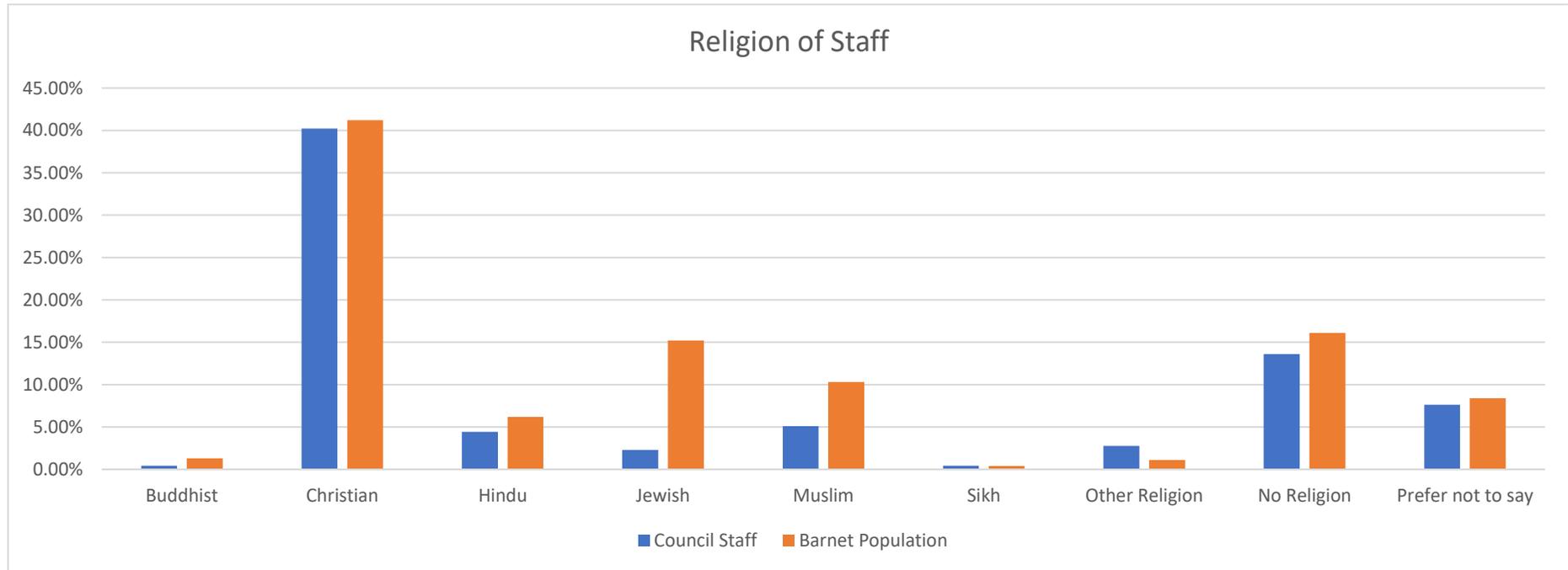
Table Five: Staff with Disabilities

Delivery Unit	Percentage Declared Disability
Barnet Population % People whose Day-to-day activities are limited a lot	6.0%
Total Council Staff	5.25%

7. Religion/Belief of staff

Table Six below shows that there are significantly fewer Jewish, and Muslim employees than in comparison with their overall representation in the borough. However, there are similar numbers of Christian employees and staff with no religion as the wider Barnet population.

Table Six: Religion/Belief of Staff



Appendix 3: Progress against Equalities Action Plan 2019/20

Equalities Action Plan 2019/20	Lead	Timescale	Progress at August 2020	Comment
Improved communication on Equality, Diversity and Inclusion (EDI) across the council				
EDI to be embedded into leadership conferences	Equalities, Diversity and Inclusion Steering Group	From April 2019	Ongoing	Equalities policy drafted and ready for committee November 2020
EDI embedded within corporate and departmental comms plans	Strategy Team	From April 2019	Ongoing	Phase 3 TWAB planned. BEA working with internal comms on regular messaging and events
Equalities intranet pages to be reviewed and updated annually	Strategy Team	September 2019	Completed	New Equalities Hub added the Intranet, but to review again in line with the new policy and COVID-19
Ensure that action taken in response to engagement on EDI is reported back in 'You said, we did' updates	Strategy Team	Ongoing	Ongoing	
Develop mechanisms to enable staff EDI feedback, including anonymously, e.g. Yammer and online form	Barnet Equalities Allies	April 2020	Completed	BEA provide a safe space for staff to disclose concerns.
Hold internal awareness raising events	Barnet Equalities Allies Strategy Team	Throughout year	Completed	A calendar of planned awareness raising events has been produced.
Strategic Equality Objective (SEO)				

Equalities Action Plan 2019/20	Lead	Timescale	Progress at August 2020	Comment
Performance against the SEO will be reported quarterly through the Policy and Resources Action Plan	Strategy Team	June 2019	Completed	
The Annual Equalities Report to include an assessment of outcomes against the previous Equalities Action Plan	Strategy Team	June 2019	Completed	
Fostering good relations				
Harassment and hate crimes in the borough are monitored and analysed regularly, and appropriate action is taken to address the issues that have been identified	Community Safety	Ongoing	Ongoing	Hate crime reporting centres and MOPAC data is monitored by CS team and Mencap. BSBT community engagement coordinator works alongside these to build cohesion and support vulnerable communities.
LBB to explore gaining accreditation for the Stonewall index	HR	April 2020	Postponed to 2020/21 action plan	Decision taken that we probably aren't ready but we will look at this again in 2020-21
Accountability and leadership				
Review the staff survey to ensure questions on equality and diversity are included	CMT HR	Ongoing	Ongoing	No staff survey was completed in 2019-20 but it is planned for later in 2020
Revise recruitment and induction to ensure equality and diversity is being incorporated	HR	September 2019	Ongoing	

Equalities Action Plan 2019/20	Lead	Timescale	Progress at August 2020	Comment
Deliver training to members on equality, diversity and inclusion	Assurance	April 2020	Ongoing	This was moved to March then had to be postponed due to Covid.
Quarterly report to CMT on progress of EDI action plan	CMT	March 2019	Completed	Ongoing
Data and Insight				
All new standard contracts to include equality standards and consideration given to equality and diversity agenda and new contracts have performance measures built in to ensure equality issues are addressed	Procurement	April 2019	Completed	
Joint Strategic Needs Assessment (JSNA)				
JSNA to include a section on borough demographics and to be updated regularly	Public Health Insight	April 2019 and ongoing	Completed	
Health and Wellbeing Board and Community Safety Partnership Board to regularly review needs assessment of local population and ensure that policy decisions are influenced and shaped by intelligence and insight	Public Health	Ongoing	Ongoing	
Use events across the borough/community engagement events to communicate intelligence and insight on borough's diversity	Strategy Team	April 2020	Ongoing	
Community Engagement				
Effective use of Community Together Network in involving diverse range of communities in shaping our local services	Strategy Team	April 2019	Postponed to July 2020	CTN will be actively involved in shaping the

Equalities Action Plan 2019/20	Lead	Timescale	Progress at August 2020	Comment
				new Community Participation Strategy.
Effective use of consultation and engagement tool to inform service planning	Strategy Team	Ongoing	Completed	Ongoing in 2020/21
Utilise Barnet Community Directory to help inform residents and partners about local CVS services	Strategy Team	Ongoing	Completed	This is now a workstream in the Community Participation Strategy
Utilise Barnet Together website and direct residents to it	Strategy Team	Ongoing	Completed	Using Engage Barnet instead
Equalities Policies and Published Information				
Equalities Policy will be reviewed for 2019 then updated every two years	Strategy Team	October 2019	Completed	Equalities policy drafted and ready for committee September 2020
SEO to be reviewed and updated	Strategy Team	March 2019	Completed	To be reviewed in new EDI policy
A review of HR policies to ensure that any with an impact on equalities are up to date	HR	June 2019	Ongoing	
Equalities Impact Assessment				
A review of current Equalities Champion model and comms promoted across the organisation.	Strategy Team Equalities Champions	September 2019	Completed	A further review will be conducted with the new policy in mind
Equalities Champions have adequate training in EDI, EIAs & unconscious bias to ensure they can carry out the tasks accordingly	Strategy Team Equalities Champions	September 2019	Ongoing	

Equalities Action Plan 2019/20	Lead	Timescale	Progress at August 2020	Comment
Each Directorate to have EqIAs action plan presented to their SMT on a regular basis and overseen by Service's Equality Champions	Equalities Champions	December 2019	Ongoing	
HR to support the council in undertaking a refresh of workforce equality data	HR Communications	Ongoing	Completed	Internal communications circulated.
Workforce diversity				
Succession plans and recruitment process to address under-representation of specific groups	HR	April 2020	Ongoing	
Model staff development in same way as apprenticeships and graduate scheme e.g. formal mentor opportunities/scheme, bespoke opportunities for under-represented groups etc.	HR	April 2020	Ongoing	
Review recruitment process and introduce methods which eradicate potential for discrimination and/or bias in process - fairness at all stages e.g. cross department panels and blind applications in terms of names and education	HR	April 2020	Ongoing	
Training and Culture				
Design, implement and review impact of mandatory EDI training for all council staff	HR	July 2019	Ongoing	
Conduct benchmarking exercise that allows staff to comment or suggest changes to the physical office space/ working culture that would provide indication of what to address and help the Council be more inclusive	HR	April 2020	Ongoing	

Equalities Action Plan 2019/20	Lead	Timescale	Progress at August 2020	Comment
Commission EDI training for delivery units who are responsible for dealing with issues around discrimination e.g. complaints team to ensure they are appropriately equipped to understand underlying issues and respond	HR	September 2019	Ongoing	
Commission EDI training for Equalities Champions	HR	September 2019	Completed	
Promoting an inclusive working environment				
Flexible working arrangements, and reasonable adjustment policies are in place and are being implemented on a case by case basis	HR Health and Safety	May 2019	Ongoing	
Access and utilisation of occupational health has been equal across the organisation and those with protected characteristics	HR Health and Safety	September 2019	Ongoing	
Analyse staff survey across all protected characteristics	Strategy Team	Ongoing	Ongoing	

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The action plan is divided into corporate themes:

[The way we work](#)

[Healthy](#)

[Clean, safe and well run](#)

[Thriving](#)

[Family friendly](#)

[Prevention](#)

LGA Equalities framework for local government

Each action is categorised using the LGA framework and assessed to be either: **developing, act**

The categories are shown in the table below.

Understanding and Working with your Communities	Leadership
Collecting and sharing information	Leadership
Analysing and using data and information	Priorities ar
Effective community engagement	Assessing
Fostering good community relations	Equality ob
Participation in public life	Performanc
Responsive Services and Customer Care	Diverse an
Commissioning and procuring services	Workforce
Integration of equality objectives into service planning	Inclusive st
Service delivery	Collecting,
	Learning ar
	Health and

ities, Diversity and Inclusion ON PLAN

ieving or excellent.

pp and Organisational Commitment
nd working in partnership
equality impact in policy and decision taking
bjectives and annual reporting
ce monitoring and scrutiny
id Engaged Workforce
diversity
trategies and policies
analysing and publishing workforce data
nd development
wellbeing]