

Priorities

- P1 Design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities in Leicester
- P2 Raise awareness of equalities issues and tackle prejudices, both internally and externally
- P3 Attract, recruit, retain and progress a diverse range of employees in a culture which celebrates diversity and inclusion
- P4 Provide a working environment where employees are treated with fairness, dignity and respect

Priority 1: Design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities in Leicester

Ref	Desired Outcome	Action	Lead Service Area	Lead Officer	Supporting Services	How will we measure success?
1a	Staff have the skills and awareness to be able to support digital inclusion for service users from across all protected characteristics, with a particular focus on service users who are older aged, have a disability or English is not their first language. Services are supported through digital change and being inclusive.	Provide training to key staff on IT and digital inclusion. Develop a 'digital champion' role and identify 'digital champions' within the organisation who will sit on a Digital Transformation Change working group that will work with the Digital Transformation board. Develop volunteering opportunities possibly in partnership with VCS organisations e.g. Leicestershire Cares, Age UK for LCC staff to support service users with learning basic IT skills.	Digital Transformation/ Smart Cities and Equality Team	Hannah Watkins	Equality Team	Frontline staff in Customer Service Centre, libraries and neighbourhood centres have received training in basic IT skills and digital inclusion. There is at least one digital champion in each service area where there is a digital transformation project. 30 LCC staff have used their volunteering day to support older people, people who have a disability or those for whom English is not their first language to learn basic IT skills.
1b	There is volunteer capacity in the community to support the digital inclusion agenda.	Work with community groups and charities who have identified digital inclusion as a priority area of work to develop a volunteer digital champions role. Set up a volunteer digital champion and service user group to act as a critical friend in providing feedback on Digital Transformation projects. Explore opportunities for digital inclusion projects which meet the aims of the PSED to be funded via crowdfunding platform Spacehive.	Voluntary & Community Sector Engagement Manager, Digital Transformation/ Smart cities	George Ballentyne	Equality Team and Adult Learning	There is a volunteer digital champions and service user group who act as a critical friend in relation to Digital Transformation projects. There is community interest in taking forward a digital inclusion project which meets the aims of the Public Sector Equality Duty. We have promoted digital inclusion projects at National Local Charities Day Dec 2018.
1c	Staff are able to signpost new arrivals and other Leicester residents who do not speak English to where they are able to learn English in a variety of different ways e.g. conversation cafes, online	Information gathering exercise to establish what is available in the city (including third sector offer). Raise awareness with staff about the support available.	Equality - Internal offer, Voluntary and Community Sector Engagement - External offer	Hannah Watkins (internal) George Ballentyne (external)	Communications, Community Languages	We know what language support is available across the city and we have promoted this to staff in order that they are able to signpost effectively.

1d	Managers can confidently and robustly assess the equalities impacts of service change, are able to identify mitigating actions where needed and are able to implement mitigating actions effectively	Introduce an improved equality toolkit which covers general equality and diversity awareness, demographics of Leicester, Equality Monitoring, Equality Impact Assessment, Equality in Procurement. Work with OD to identify training needs - e.g. deliver Equality Impact Assessment Workshops	Equality Team	Surinder Singh	Organisational Development	Feedback from managers about the usefulness of the toolkit. Feedback from managers about effectiveness of training/workshops. Annual assessment of implementation and effectiveness of mitigating actions identified in Equality Impact Assessments reported to CMT.
1e	There is good quality and consistent equality monitoring information available to use for service improvement and in assessing the impacts of service change	Develop and implement a best practise approach to Equality Monitoring, including an updated Equality monitoring template and guidance.	Equality Team	Hannah Watkins	HR Policy and Projects, Communications	Managers are aware of the changes. Equality monitoring is updated as appropriate. Feedback from services who have implemented the best practise approach.
1f	Relevant services (e.g. leisure centres, school admissions) are equipped to meet the need of transgender service users/ pupils	Engage with relevant service areas and HR Policy and Projects to develop a policy and guidance.	Equality Team	Sukhi Biring	HR Policy and Projects	Policy and guidance implemented in relevant service areas by April 2019

Priority 2: Raise awareness of equalities issues and tackle prejudices, both internally and externally

Ref	Desired Outcome	Action	Lead Service Area	Lead Officer	Supporting Services	How will we measure success?
2a	Staff understand how to communicate in 'Plain English', are aware of the interpretation and translation policy and know how to access translation and interpretation for service users	Raise awareness of language line via comms article in face and promote the new Plain English e-learning	Communications	Dan Walton	Equality Team, Organisational Development	Quarterly communication about language needs, use of plain English and translation and interpretation service
2b	Staff and members of the public have a greater awareness and understanding of hidden disability	Internal campaign and external social media campaign has been run to raise awareness of hidden disability: 1. Autism Awareness Week 26th March -2nd April 2018, 2. Mental Health Awareness Week 14th - 20th May 2018, 3. Deaf Awareness Week 15th - 21st May 2018, 4. National Diabetes Week 11th - 17th June 5. Dyslexia Awareness Week 1st - 7th October 2018, 6. Crohns and Collitis Awareness Week 1st - 7th December 2018.	Communications and Equality Team	Surinder Singh	Communications, Disabled Employees Group, Mental Health and Wellbeing Group	Internal communications on each hidden disability to raise awareness. Social Media Communications to replicate and raise awareness.
2c	Staff have a greater awareness and understanding of trans issues and managers are equipped to support trans employees	Implement and promote Transgender Policy and Guidance inc. transitioning template. Promote trans awareness e-learning.	Equality Team	Sukhi Biring	HR Policy and Projects, Communications, LGBT Employee Group, Organisational Development	Transgender policy and guidance has been implemented and promoted. Trans awareness e-learning has been promoted and at least 100 staff members have completed the training.
2d	We have played a role in fostering good relations by raising awareness and tackling prejudices	Pilot a Human Library Event (http://humanlibrary.org/) for staff to attend (with the view to holding further events which are open to the public, voluntary and community sector organisations to attend in the future if successful).	Equality Team	Hannah Watkins	Communications, Disabled Employees Group, Mental Health and Wellbeing Group, Community and Voluntary Sector Engagement	Feedback about the event from those attending.

Priority 3: Attract, recruit, retain and progress a diverse range of employees in a culture which celebrates diversity and inclusion

Ref	Objective	Action	Lead Service Area	Lead Officer	Supporting Services	How will we measure success?
3a	We have good quality information about our workforce which enables us to take appropriate action to make improvements in areas where we notice that there are issues with attracting, recruiting, retaining and progressing people with particular protected characteristics.	Implement new 'best practise' Equality Monitoring questions in recruitment portal and SAFE system (MyView). Write an article about why equality monitoring in employment is important. Once this has been achieved, promote in face and via employee groups to encourage staff to complete.	Equalites Team	Hannah Watkins	Human Resources Recruitment and Organisational Development, employee groups, Communications	New questions have been implemented on Recruitment Portal and SAFE (MyView). A communication has gone out in face. There has been an improvement in the levels of declaration.
3b	There is a proportionate representation of BME employees in Senior posts.	Undertake recruitment analysis to understand the split of white/BME employees during recruitment. Develop diversity awareness training offer to managers, particularly around preconceptions, stereotypes, unconscious bias and mitigating affinity.	Organisational Development	Owain Turner	Equality Team	Longer term, the gap between the 63/35% split of white/BME employees during recruitment will have reduced to more accurately reflect the demographics of Leicester.
3c	We understand the impact of recruitment to senior posts from outside of the city (where there is a lower concentration of BME people than in the city) on the representation of BME employees in senior posts	Investigate the impact of recruitment to senior posts from outside of the city (where there is a lower concentration of BME people than in the city) on the representation of BME employees in senior posts	Organisational Development	Owain Turner	Equality Team	The impact of recruitment to senior posts from outside of the city (where there is a lower concentration of BME people than in the city) has been investigated and we have a greater understanding. We have identified a target for BME representation in Senior posts, which takes the findings into account.

3d	We support the authority's commitment to improving employment opportunities for Looked After Children	Implement a guarantee that all Looked After Children (LAC) will have an interview when applying for apprenticeship roles within the organisation when they have successfully undertaken a Traineeship. Increase the opportunities for LAC and care leavers, particularly those who are NEET (Not in Employment, Education or Training), to benefit from work experience and other employer/employability related activities within the city council in order to help their awareness of options and 'work ready' skills.	Organisational Development, Post 16 Looked After Children Team, Connexions	Craig Picknell, Joanne Ives	Human Resources Recruitment	All LAC are guaranteed an interview when applying for apprenticeship roles within the organisation when they have successfully undertaken a Traineeship. We have considered other ways in which to increase the opportunities for LAC to benefit from work experience and other employer/employability related activities within the city council and implemented specific actions to achieve this.
3e	There is a greater representation of young people in the workforce longer term.	Continue work with the Young Employees Network, to develop an 'entry to employment offer' and to consider how we can retain graduates and apprentices post placement. Continue work on the workforce strategy which will underpin more detailed workforce planning across each department. This will consider issues such as hard to recruit / retain posts and ways of effectively succession planning for future workforce needs.	Organisational Development	Craig Picknell	Young Employees Network	We will have worked with service areas as part of workforce planning to identify potential opportunities and create meaningful measures. These measures will be used to identify if we are achieving in creating opportunities for young people within LCC, retaining them into full time employment and, as a result, supporting in filling talent shortages, hard to fill posts and 'growing our own' talent within LCC. It will also ensure we are getting the most out of the Apprenticeship Levy.
3f	Recruitment processes are robust from an Equalities perspective and are free from unlawful discrimination	Undertake a review of job descriptions and recruitment processes, from an equalities perspective. Identify improvements to be implemented.	Equality Team	Hannah Watkins	Human Resources Recruitment	A review has been undertaken, improvements identified and implemented. Mechanisms for monitoring the effectiveness of any changes have been identified.

Priority 4: Provide a working environment where employees are treated with fairness, dignity and respect

Ref	Desired Outcome	Action	Lead Service Area	Lead Officer	Supporting Services	How will we measure success?
4a	The Dignity at Work Policy has been embedded, managers are confident to respond to bullying and harrasment and the policy is used consistently. We have an understanding of bullying and harrasment within the organisation and respond to it effectively.	Conduct a Dignity at Work staff survey and identify SMART actions to respond to the evidence.	HR Policy and Projects	Parveen Atwal	Equality Team , Employee Groups	A staff survey has been conducted and we have a greater understanding of where issues lie and that actions that can be taken to make improvements. SMART actions for further work have been identified.
4b	Managers understand their responsibilities in relation to equality and diversity and take action to meet their responsibilities	Develop a diversity awareness training offer to managers. Develop a champion role for manager's who can provide advice and support to other managers in relation to the use of both the Health and Wellbeing Passport and the Carer's Passport. Pilot a Reverse Mentoring or 'walk in my shoes' buddy scheme where Senior Managers are mentored by Employee Group Members.	Equality Team	Hannah Watkins	Organisational Development, Employee Groups	There is a diversity training offer in place. There is a 'Passport champion' in each division. A 'Reverse mentoring' scheme has been piloted and feedback gained from participants.
4c	Staff are aware of the support that is available to them	Clarify and promote the Time off for Dependents Policy. Promote the Health and Wellbeing and Carer's Passports and other initiatives more widely via face, face for noticeboards, employee groups. Use case studies to illustrate and promote how passports can be used to achieve positive outcomes. Promote Employee Groups.	Equality Team	Sonya King	Communications, HR Policy and Projects and Employee groups	Communications have gone out to staff about the Time off for Dependents Policy and about the Passports (inc case studies). There is staff feedback, employee group feedback which suggests that staff are more aware of the support that is available to them. Employee Groups have a brochure to make available to staff without PC or who need a paper version and the groups have been promoted electronically.