

Appendix C Equality Action Plan 2018 - 21

1) Strong Leadership (Championing Equality in our Area, Identifying Objectives and Monitoring Outcomes)

Action	Detailed Actions	Action Owner	Timescale
1.1 Promote equality and diversity at leadership level of the Council	<p>ONGOING – Quality assure committee reports for due regard</p> <p>ACTION – Review and amend the guidance for Committee Reports to enable more meaningful statements to be produced.</p> <p>ACTION – Improve the documents and processes that support good Policy making.</p> <p>ACTION – Design and deliver Leadership / Member equality training (see 3.3)</p>	<p>Community Intelligence Manager</p> <p>Head of Governance</p> <p>Head of Governance</p> <p>Head of Governance</p>	<p>Ongoing</p> <p>2019</p> <p>2019</p> <p>2019</p>
1.2 Identify appropriate Equality Objectives and monitor progress	<p>ACTION – Embed equality impact assessment in all strategy and policy development</p> <p>ACTION – Promote the decision-making processes to Residents in order that they are better informed and able to take part.</p>	<p>Head of Governance</p> <p>Head of Governance</p>	<p>2019</p> <p>2019</p>
1.3 Actively challenge the approach to equalities and diversity through overview and scrutiny	<p>ACTION – Ensure Equality and Diversity issues included as part of the considerations for scrutiny challenge.</p>	<p>Head of Governance</p>	<p>2019</p>
1.4 Embed equality and diversity objectives within organisational and partnership plans	<p>ACTION – Improve the documents and processes that support strategy development</p>	<p>Head of Governance</p>	<p>2020</p>

2) Improved Outcomes for Vulnerable Groups

Action	Detailed Actions	Action Owner	Timescale
<p>2.1 Impact assess all relevant service and employment planning, design and delivery processes.</p>	<p>ACTION – Discuss incorporating assessment of Equality & Diversity in Audit process.</p>	Head of Audit	2019
	<p>ACTION – Carry out Audit of Equality and Diversity across the council.</p>	Head of Audit	2019 & 2021
	<p>ACTION – Adopt corporate approach to Project Management that embeds E&D considerations in Project Initiation Documentation.</p>	Head of Business Improvement and Performance	2018 - 2019
	<p>ACTION – Investigate Service Planning process as an avenue for ensuring delivery of Equalities and Diversity considerations in Business As Usual.</p>	Head of Knowledge and Insight	2020
	<p>ACTION – Incorporate Equalities and Diversity considerations into Workforce Planning process.</p>	AD - People	2019 -2020
	<p>ACTION – Identify procurements with a significant Equalities and Diversity consideration and alert Community Intelligence Manager.</p>	Head of Procurement	Ongoing
	<p>ACTION – Produce an Equalities and Diversity Checklist for activities that do not warrant a full Equalities Impact Assessment.</p>	Community Engagement Manager	2019
	<p>ACTION – Promote the development of inclusive / accessible design in planning.</p>	AD – Development & Infrastructure	2019 - 20
	<p>ACTION – Promote the development of inclusive / accessible design in building control.</p>	Head of Client Development Services	2019 - 20
<p>ACTION – Promote the development of inclusive / accessible design in asset development processes.</p>	AD - Assets	2019 -20	

	<p>ACTION – Share SCHH Policy Toolkit with the rest of the organisation.</p> <p>ACTION - Assess extent to which housing application processes and procedures incorporate equality requirements</p> <p>ACTION - Assess extent to which care management processes and procedures incorporate equality requirements</p> <p>ACTION – Raise awareness and understanding of equality requirements across local schools.</p>	<p>Policy and Performance Officer (SCHH)</p> <p>Assistant Director Housing Services</p> <p>Associate Director of Integrated Operations</p> <p>Community Intelligence Manager</p>	<p>2019</p> <p>2019 -2020</p> <p>2019 -2020</p> <p>2019 -2021</p>
2.2 Promote and quality assure Equality Impact Assessments in line with the Council’s agreed protocol.	<p>ACTION – Quality assure all EIAs</p> <p>ACTION – Publish EIAs on our website.</p>	<p>Community Intelligence Manager</p> <p>Community Intelligence Manager</p>	<p>Ongoing</p> <p>Ongoing</p>
2.3 Gather evidence on the profile of communities and the extent of inequality and disadvantage	<p>ACTION – Share evidence from the project to profile Houghton Regis to support the development of mapping and understanding differing needs across localities and communities</p> <p>ACTION – Explore the further sharing of data between Directorates.</p> <p>ACTION – Deliver information on the make-up of their communities to Quadrant Boards.</p> <p>ACTION – Promote the Knowledge and Insight Service as the source of profile information.</p>	<p>Assistant Director of Public Health and Head of Transformation & Resources</p> <p>Head of Knowledge and Insight</p> <p>Community Intelligence Manager</p> <p>Head of Knowledge and Insight</p>	<p>2019</p> <p>2019 -20</p> <p>2018 -20</p> <p>2019</p>
2.4 Collect, share and use equality information with	<p>ACTION – Explore further sharing of equality information with health partners.</p>	<p>Community Intelligence Manager</p>	<p>2019</p>

partners			
2.5 Embed equality analysis as a requirement in all data system development in order to identify the extent to which all sections of the community are able to access services and achieve positive outcomes	<p>ACTION – Use Data Miners Group to deliver a pilot project that includes E&D considerations, scope to be determined.</p> <p>ACTION – Ensure IT change projects that deliver new customer experience consider accessibility.</p> <p>ACTION – Explore methods to confirm that those with protected characteristics are equally satisfied with access to services.</p> <p>ACTION – Develop template to capture information at events to establish profile of attendees.</p>	<p>Head of Knowledge and Insight</p> <p>Chief Information Officer</p> <p>Community Intelligence Manager</p> <p>Community Engagement Manager</p>	<p>2019</p> <p>Ongoing</p> <p>2019 - 20</p> <p>2020</p>
2.6 Ensure consideration of equality is integral to customer care and complaints procedures	<p>ACTION – Consider the delivery of a further Mystery Shopping exercise focusing on E&D groups.</p> <p>ACTION – Explore building in options to identify protected characteristics as part of complaints reporting.</p> <p>ACTION – Improve the understanding of the care home environment and the impact of that on individuals with protected characteristics.</p> <p>ACTION – Complete and enact the SCHH Prevention Strategy.</p> <p>ACTION – Work towards compliance with the Accessible Information Standard.</p> <p>ACTION – Identify and agree a preferred supplier for translation services.</p>	<p>Head of Knowledge and Insight</p> <p>Head of Customer Relations and Services</p> <p>Head of Contracts</p> <p>Head of Strategic Commissioning</p> <p>Head of Contracts</p> <p>Head of Procurement</p>	<p>2021</p> <p>2020</p> <p>2019</p> <p>2019</p> <p>2021</p> <p>2020</p>

3) Good Recruitment and Management of a High Performing Workforce

Action	Detailed Actions	Action Owner	Timescale
3.1 Ensure human resource strategies and policies are in place to meet equality employment duties and secure a diverse and appropriately managed workforce.	ACTION – Ensure that the monitoring and reviewing is in place to continue to meet equality employment duties.	Head of HR Development	Ongoing
3.2 Assess employment policies and procedures to identify equality implications	ACTION – Continue to develop policies and procedures with reference to Equality Commission and ACAS guidelines.	Head of HR Development	Ongoing
3.3 Deliver a range of learning and development opportunities	<p>ACTION – Design a new CBC E&D training unit for Foundation Learning.</p> <p>ACTION – Include the promotion of EIAs in the revised learning unit.</p> <p>ACTION – Include E&D as part of Foundation Learning.</p> <p>ACTION – Consider further units for Managers, Members and other groups, including harassment (see 1.1).</p> <p>ACTION – Create a single E&D Library of information including SCHH materials.</p> <p>ACTION – Use LMS to host E&D Library.</p>	All actions owned by Head of HR Development	<p>2019</p> <p>2019</p> <p>2019</p> <p>2020</p> <p>2020</p> <p>2020</p>
3.4 Monitor and analyse harassment & bullying incidents	ACTION – Develop analysis of data on harassment and bullying.	Head of HR Services	2020
3.5 Establish and maintain a range of inclusive structures and	ACTION – Seek feedback from Trade Unions to inform the approach.	Head of HR Development	Ongoing

mechanisms to engage and involve staff	ACTION – Promote Employee Assistance Programme focus subjects using monthly webinars.	Head of HR Development	2019
	ACTION – Explore the development of an Equality Champions Network.	Community Intelligence Manager	2019 -20
	ACTION – Investigate either a parallel internal Equalities Forum or the inclusion of staff on the current Equalities Forum.	Community Intelligence Manager	2020
3.6 Monitor and analyse all employment practices on a regular basis	ACTION – Review the available data that could be reported on protected characteristics.	Head of HR Services	2019
	ACTION – Improve collection of data from staff relating to protected characteristics	Head of HR Services	2020
	ACTION – Publish E&D monitoring reports annually.	Head of HR Services	Ongoing
	ACTION – Monitor completion of E&D learning unit.	Head of HR Development	Ongoing

4) Improved Engagement, Civic Participation and Cohesion

Action	Detailed Actions	Action Owner	Timescale
4.1 Develop inclusive community engagement structures throughout the authority and its partnerships	ACTION – maintain the good number of community engagement groups.	Community Engagement Manager	Ongoing
	ACTION – Ensure that the developing Community Engagement Strategy reflects the Equalities and Diversity Strategy.	Community Engagement Manager	2019
	ACTION – Ensure ‘Suggest a topic’ enables residents to ask Overview and Scrutiny Committees to consider E&D issues.	Head of Governance	2020

4.2 Ensure all service areas are consistent and inclusive in their approach to engagement and participation	ACTION – Share and join up existing engagement opportunities between Directorates.	Community Engagement Manager	Ongoing
4.3 Design internal, external and partnership communication strategies which promote good relations across all local communities.	ACTION – Continue to ensure the Council’s approach to communications takes account of equalities issues and that branding guidelines and advice reflect diversity in terms of images and content. ACTION – Communicate changes to Social Care following central government activity.	Head of Communications Head of Quality Improvement and SOVA	Ongoing 2019 (dependent on Govt activity)
4.4 Deliver greater added value to our citizens by enabling individuals and groups to make decisions and deliver some services themselves.	ACTION – Continue the delivery of initiatives such as the Village Care Schemes and Social prescribing. ACTION – Ensure that the 4 Joint Committees account for Equalities and Diversity in their Terms of Reference. ACTION – Ensure that the Community Asset Transfer and Right to Bid Policies include Equalities and Diversity considerations.	Head of Strategic Commissioning Community Engagement Manager Community Engagement Manager	Ongoing 2020 2020
4.5 Establish and maintain structures within the authority and across partnerships to promote positive relations and deal effectively with harassment and hate crimes.	ACTION – Ensure staff and residents are aware of hate crime including how to recognise it and where to report it and how to signpost people to support. ACTION – Review the Hate Crime Partnership to improve effectiveness. ACTION – Build understanding and promote integration across diverse communities.	Head of Community Safety Head of Community Safety Head of Community Safety	2019 2019 2019 - 21

4.6 Maintain an effective forum of local experts focussing on equality and diversity issues	<p>ACTION – Maintain the Equality and Diversity Forum.</p> <p>ACTION – Consider the best way to promote the work of the Equalities Forum across the Council</p>	<p>Community Intelligence Manager</p> <p>Head of Communications</p>	<p>Ongoing</p> <p>2019 -20</p>
4.7 Improve the participation of under-represented groups in civic and public life in particular with regard to disabled people	<p>ACTION – Explore opportunities to support disadvantaged people through skills and employment, including through the council’s contracted services and through planning obligations</p> <p>ACTION – Explore opportunities for work experience and apprenticeships in the council for Looked After Children.</p> <p>ACTION – Continue to promote inclusion and develop support for children and young people from marginalised groups such as Lesbian, Gay, Bisexual & Transgender, children with disabilities, Gypsies and Traveller communities and young carers</p> <p>ACTION – Continue with the development of the Physical Disability Forum.</p> <p>ACTION – Champion the Children’s Voice</p> <p>ACTION – Influence the development of more disability suitable housing</p>	<p>Head of Investment, Employment and Skills</p> <p>Head of HR Development</p> <p>AD Business and Supporting Services</p> <p>Head of MANOP</p> <p>AD Business and Supporting Services</p> <p>Head of MANOP</p>	<p>2019 -20</p> <p>2020</p> <p>2019 -21</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>