

## Leicester City Council Equality Action Plan 2019 – 2020

### 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	Supporting Services	How will we measure success?
1a	Staff working in roles involved with commissioning and procuring services have a good understanding of equalities and the equality impact assessment (EIA) process	Targeted delivery of EIA workshops to procurement	Equalities team	Procurement, ASC commissioning	EIA workshops delivered to all staff who work in corporate procurement and ASC commissioning Evaluation of workshops, EIA and report log, EIA and mitigating actions report.
1b	Staff working in regulatory services have a robust understanding of equalities and equality impact assessment (EIA) and feel confident to apply relevant principles in practise. Staff working in regulatory services also have a robust understanding of their internal/ employment responsibilities (see action 4b)	Targeted delivery of EIA workshops to regulatory services. Targeted delivery of workshops about employment responsibilities and how to use organisational support mechanisms.	Equalities team and Human Resources (HR)	Regulatory services	EIA workshops delivered to all staff who work in regulatory services. Evaluation of workshops. Follow-up with service area to see how knowledge has been applied as part of EIA and mitigating actions report. Workshops on employment responsibilities have been delivered to all staff who work in regulatory services. Evaluation of workshops.
1c	The organisation and senior leaders have a robust and consistent understanding of the Public Sector Equality Duty and what this means/ looks like in practise and in the context of decision making.	1. Continue to deliver a rolling programme of EIA workshops, 2. EIA template to be reviewed in line with feedback obtained from EIA workshops. 3. EIA workshops for decision makers to be delivered as part of development programme for elected members and to the executive. 4. EIA workshop for directors to be delivered to the corporate management team and senior management teams ad hoc as required.	Equalities team	Decision makers including senior officers and political leadership	EIA template amended in line with feedback from equality impact assessment workshop sessions. EIA workshops delivered to the executive, elected members as part of the development programme and the corporate management team. One EIA workshop delivered per month to general workforce.
1d	The organisation has a clear and considered approach to digital inclusion.	1. Develop and implement a stakeholder communications and engagement plan to raise awareness of current provision, including communications and engagement targeted at specific groups (see target groups below) and to promote the current provision with elected members, staff, VCS organisations and citizens. Communications plan for 19/20 to be developed by end July 2019. 2. Use evidence from the City Listening project 2019/20 to identify any themes/ specific barriers to digital access and inclusion, including any suggestions for how to remove those barriers. The City Listening project aims to bring together women in neighbourhoods and communities across the city with the aim of reflecting on progress made and barriers to achievement for women, particularly those who face multiple barriers to achievement and inclusion, living in contemporary Leicester. 3. Identify and engage directly with key VCS organisations. 4. Organisational Development to continue to work internally to improve the digital skills of staff, including developing a network of 'super users' to support improvement in digital skills within the organisation.	Action 1 and 3 - Equalities team and Adult Skills and Learning. Action 2 - Equalities team and neighbourhood services. Action 4. Organisational Development	Communications	Regular progress update against actions to Digital Transformation, relevant officers and lead member where appropriate.

1e	The 'city listening' project has improved our understanding of the barriers to achievement faced by women, particularly those who are more likely to be disadvantaged or marginalised, in contemporary Leicester. Community capacity and resilience is improved and the findings from the project have been used to inform the Equality Action Plan for 2020.		Neighbourhood Services	Equality Team	The project has been delivered and the evaluation and findings have been reported to the Government Equalities Office and LCC's senior and political leadership. Findings from the project have been used to inform the Equality Action Plan for 2020.
1f	The organisation has a more robust understanding of how to undertake equality monitoring and how to use equality monitoring information to improve services.	Engage the private sector and develop a plan of activity for the next year by end August 2019.	Equality Team	Communications	Face article every quarter to raise awareness of corporate guidance and templates. Areas for further support have been identified and ad hoc sessions have been delivered.
1g	The organisation demonstrates its commitment to LGBT+ equality and progresses its work to support this.		Equalities team	LGBT+ employee group	We have piloted the LGBT+ Inclusion Award which is due to be launched Summer 2019. We have used as a tool to audit our current progress towards LGBT+ equality and to identify any areas for further work. We have made progress on any actions arising from the LGBT+ Inclusion Award.

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

Ref	Desired Outcome	Action	Lead Service Area	Supporting Services	How will we measure success?
2a	We have continued to build upon our work to increase awareness of disabilities and, in particular, hidden disabilities	Pilot a lived experience panel event to provide an opportunity for staff to increase their awareness of hidden disabilities and the support mechanisms available at the Council.	Equality team	Human resources, Employee groups	Lived experience panel and workshop on council support mechanisms has been delivered and evaluated for impact. We have developed an ongoing communications plan to support awareness raising over the next year.
2b	We continue to build upon our pilot 'Don't judge a book by its cover' event by delivering training to build the capacity of volunteers to speak and story tell with impact. We expand upon the success of the pilot event by holding a further event, growing the number of volunteers we can call upon and exploring ways of better promoting the event to staff.	Hold another 'Don't judge a book by its cover event' Deliver or commission training/ development to volunteers to speak and story tell with impact	Equality team	Human resources, Employee groups	Event delivered and evaluated, increased awareness of and attendance at event, increase in number of volunteers involved, event evaluation and evaluation of impact. Consideration as to how this might then be expanded to include VCS organisations.
2c	Celebrate International Women's day 2020, possibly linking with the City Listening Project.	To be informed by the project participants/ project findings	Neighbourhood services/ Equalities team	Dependent upon what activity is identified - may require support from other service areas or human resources.	To be confirmed.

### 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	Supporting Services	How will we measure success?
3a	We have a robust understanding of our workforce and have identified and responded to any areas for improvement.	Undertake an analysis of the workforce as at 31.03.19 and identify actions over and above those set out in action 3b.	Human Resources		Analysis has been undertaken and presented in a report. Areas for improvement have been identified and actions implemented.
3b	We make progress towards our aim of achieving a proportionate representation of BME employees in senior posts and reduce the potential impact of bias on recruitment and access to development opportunities	"Actions identified following analysis of data specified in Action Plan 2018;			We make progress towards our aim of achieving a proportionate representation of BME employees in senior posts and reduce the potential impact of bias on recruitment and access to development opportunities
3c	Work with partners to continue to build the understanding and capacity across health and social care organisations to address the barriers to inclusion in the health and social care workforce across Leicester, Leicestershire and Rutland.	Deliver additional Unconscious Bias and Professional Behaviour masterclasses for health and social care staff in partnership with other LLR health and social care organisations	Leicester, Leicestershire and Rutland cross-organisational steering group,	Equality Team	Deliver masterclasses to the remainder of the waiting lists and undertake evaluation to feed back to the funders of this work, Health Education England. Identify further opportunities/ funding to enable continued partnership work to address shared equality, diversity and inclusion priorities.

			chaired by Hannah Watkins (city council) and colleague from Leicestershire partnership trust		
3d	Work with partners to continue to build the understanding and capacity across health and social care organisations to address the barriers to inclusion in the health and social care workforce across Leicester, Leicestershire and Rutland.	Continue to deliver the pilot reverse mentoring programme within health and social care, with a view to increasing sustainability of the programme and increasing numbers of participants, particularly mentees.	Leicester, Leicestershire and Rutland cross-organisational steering group, chaired by Hannah Watkins (city council) and colleague from Leicestershire partnership trust	Equality Team, Organisational Development	Adequate number of mentees have applied to pair with mentors. Initial evaluation report on 1st cohort has been completed and presented to senior leadership. Train the trainer opportunity has been provided to increase sustainability of the programme.
3e	The talent management framework being developed by organisational development has taken account of barriers to achievement for people with different protected characteristic/s and implemented mitigations to reduce the impact of bias when utilising the framework and tool kit.	Work with organisational development to Equality Impact Assess the proposals for a talent management framework and put mitigations into place where a potential disproportionate negative impact is identified.	Organisational Development	Equalities Team	The proposals have been equality impact assessed and changes have been made to account for any issues identified. Mitigations have been put into place to address disproportionate negative impacts and monitored for effectiveness.
3f	Staff have a better understanding of gender identity and managers feel confident to support transgender and non-binary staff using the organisational guidance and support plan template.	Deliver 'understanding gender identity' masterclasses, including support to understand the organisational guidance and support plan. Identify any further actions required to progress LGBT+ equality (in particular trans equality) in the workforce by undertaking the LGBT+ Inclusion Award.	Equalities Team and HR	Employee groups	Evaluation and feedback
3g	Recruitment processes are robust from an Equalities perspective and are free from unlawful discrimination	Undertake a review of job descriptions, person specifications and recruitment processes, from an equalities perspective. Identify improvements to be implemented. Provide equalities implication comments and support on individual decisions related to employment - e.g. entry to employment pathways	Equalities Team and HR	Human resources, service areas taking decisions about employment pathways	Review of job descriptions, person specifications and recruitment processes completed, and recommendations made for any further improvements required. Equalities implication comments provided on proposals for recruitment initiatives, including entry to employment.
3h	We support the authority's commitment to improving employment opportunities for Looked After Children	Increase the opportunities for Looked After Children and care experienced young people, 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.	Human Resources, Post 16 Looked After Children Team, Connexions	Craig Picknell, Joanne Ives	
3i	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 entry to employment 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." "	Human Resources	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.

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

Ref	Desired Outcome	Action	Lead Service Area	Supporting Services	How will we measure success?
4a	Progress recommendations following review of evidence around dignity at work policy.	Actions to be informed by the review of evidence currently underway.	Human Resources	Equality Team	Actions have been identified and progressed.
4b	Targeted support for managers to effectively use organisational support mechanisms in areas of the council where there is evidence that further input is required. This includes organisation policies and support mechanisms such as the carer's passport, the health and wellbeing passport, stress support plan and other services that can be accessed by staff such as Amica.	To build upon the general work undertaken to date, by providing more targeted support for managers in areas of potential risk to enable them to understand and effectively use the council's support mechanisms. The previous action plan (2018/19) focused on providing support to those who had proactively booked onto an event, however we now intend to engage with areas that may not usually attend equalities events, workshops or training.	Human Resources	Equality Team	Areas of risk have been identified by engaging with the employee groups and HR. Joint sessions facilitated by HR and Equalities have been delivered to those areas - to include a practical exercise and case studies.
4c	Implement improvements to the A2W and reasonable adjustment process to ensure that it is easy for managers and employees to self-serve where possible.	Implement portal for IT equipment. Update intranet pages to reflect how managers and employees can self-serve whilst maintaining contact details for support on more complex cases.	IT support and buyers for portal and Equality Team for intranet update once portal implemented		Portal has been tested and implemented successfully. Intranet pages have been updated. Feedback as to ease of self service from managers and employees.