

REPORT TITLE: PUBLIC SECTOR EQUALITY DUTY

25 January 2022

REPORT OF CABINET MEMBER: Councillor Neil Cutler, Deputy Leader and Cabinet Member for Finance and Service Quality

Contact Officer: Catherine Knight, Service Lead – Legal

Tel No: 01962 848 122

Email Cknight@winchester.gov.uk

WARD(S): ALL

PURPOSE

This report presents the council's updated Public Sector Equality Duty Policy. The current policy was adopted when it was first required to be published in April 2012.

The Public Sector Equality Duty (PSED), at section 149 of the Equality Act 2010, requires public bodies, including the council to have due regard to the aims of the general equality duty when making decisions and when setting policies.

The council is also required to publish their PSED objectives and to regularly review how they meet these aims.

The review of the PSED objectives enables the council to demonstrate compliance with the statutory PSED.

RECOMMENDATIONS:

That Cabinet:

1. Approves the Public Sector Equality Duty Policy, the Equality Impact Assessment template and Equality Duty Action Plan.
2. Agrees the appointment of a Member Champion and lead Cabinet Member to provide leadership for the city council to meet its Public Sector Equality Duty.

3. Agrees that a review will occur prior to December 2025 of the Public Sector Equality Duty Policy, the Equality Impact Assessment template and Equality Duty Action Plan which will include any updates that are required to the policy documents and next steps.

IMPLICATIONS:

1 COUNCIL PLAN OUTCOMES

- 1.1 Homes for all
- 1.2 The Public Sector Equality Duty (PSED) ensures that the needs of all our housing tenants, including those who are vulnerable are considered and they are looked after appropriately.
- 1.3 Vibrant Local Economy
- 1.4 The PSED objectives, policies and action plan ensures that projects towards making Winchester a more vibrant economy will also consider all individuals through design and implementation.
- 1.5 Living Well
- 1.6 The PSED ensures that the needs of all citizens needs are considered in the design and implementation of our policies and services
- 1.7 Your Services, Your Voice.
- 1.8 The PSED assists the council to be open and transparent in all that it does to meet the needs of all residents and businesses.

2. FINANCIAL IMPLICATIONS

- 2.1 The council's equality duties will be delivered within the existing budgets for each service area, including training, and there are no additional financial implications for the council.

3. LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 The council has a statutory duty under section 149 of the Equalities Act 2010 that requires all public bodies to consider the needs of all individuals in their day-to-day work – in shaping policy; in delivering services; and in relation to their own employees. The PSED is a duty on public bodies and others carrying out public functions.
- 3.2 Public bodies, officers and councillors who are subject to the PSED must in the exercise of their functions have due regard to the need to:
 - Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act;
 - Foster good relations between people who share a relevant protected characteristic and those who do not share it; and
 - Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.

- 3.3 These three aims are sometimes referred to as the three aims of the general equality duty.
- 3.4 Having due regard means consciously thinking about the three aims of the PSED as part of the process of decision-making. This means that consideration of equality issues must influence the decisions reached by public bodies – such as in how they act as employers; how they develop, evaluate and review policy; how policy is implemented, how they design, deliver and evaluate services, and how they commission and procure from others.
- 3.5 Having due regard to the need to advance equality of opportunity involves considering the need to:
- remove or minimise disadvantages suffered by people due to their protected characteristics;
 - meet the needs of people with protected characteristics; and
 - encourage people with protected characteristics to participate in public life or in other activities where their participation is low.
- 3.6 Fostering good relations involves tackling prejudice and promoting understanding between people who share a protected characteristic and others.
- 3.7 The PSED also explicitly recognises that disabled people’s needs may be different from those of non-disabled people. Public bodies should therefore take account of disabled people’s impairments when making decisions about policies or services. This might mean making reasonable adjustments or positively discriminating disabled people in order to meet their needs.
- 3.8 The PSED covers the following protected characteristics age, disability, gender reassignment, pregnancy, maternity/ paternity, race, religion or belief (including non-belief), sex and sexual orientation.
- 3.9 The duty includes a requirement to review, refresh and publish up to date equality objectives and a policy stating how the objectives will be met for the city council in order to remain legally compliant with the PSED.
- 3.10 There are no procurement implications as a direct result of this report.

4 WORKFORCE IMPLICATIONS

- 4.1 The council’s PSED should be foremost in the minds of all officers and councillors conduct. The council’s workplace policy includes a complaint policy which considers the PSED. The PSED is at the heart of the council’s decisions. Embedding the policy and actions in corporate culture will occur through training together with regular updates.

- 4.2 Additionally the council must consider how the PSED policy is implemented for both existing staff and new staff when they commence employment. Equality in the workplace simply means including people of any of the protected characteristics. Creating an inclusive environment accepting of any person's differences enabling all staff to achieve their full potential. All staff are required to complete mandatory training at the start of their employment on equality diversity and human rights. However increased training and guidance is recommended to all staff through the implementation of the action plan included in this report.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 In making any decision that relate to property and assets, such as whether or not to dispose and acquire, which mechanism and the property and/or project development, the PSED objectives must be taken into consideration. A further consideration will be whether public property and assets are able to comply with the PSED such as design and access.

6 CONSULTATION AND COMMUNICATION

- 6.1 Consultation on the content of the report has taken place with Executive Leadership Board (ELB) and the Deputy Leader of the Council.
- 6.2 The council's Audit and Governance Committee also reviewed the updated Equality Duty Policy at their meeting on 16 December 2021 and their comments are provided below for the consideration of Cabinet.
- On all decision report templates to amend the heading "Equality Impact Assessment" to "Public Sector Equality Duty" to properly capture the consideration to which the decision maker must have regard; and
 - Provide training for councillors and officers throughout the city council on the public sector equality duty and what it means for decision takers, such training to be provided annually; and
 - Appoint a corporate officer person/ team responsible for the roll out of the action plan across the city council; and
 - Appoint a Member champion, and / or cabinet Member to be responsible for ensuring the public sector equality duty is correctly undertaken by Members and officers throughout the city council.
 - The aims of the PSED are particularly relevant to all council communications and are considered during the creation of content before it is published, either in print form or online.

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 There are no environmental implications arising directly from this report.

8 EQUALITY IMPACT ASSESSMENT

- 8.1 This report provides an update on the PSED and the equality assessment form that will be used when undertaking an assessment.
- 8.2 If there are any direct or indirect impacts in terms of eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations on people who share characteristics protected under the PSED the duty is for the decision maker to turn their mind at the point of the decision.
- 8.3 An EIA has been undertaken in respect of this report as the contents include a policy and action plan which must be assessed against protected characteristics.

9 DATA PROTECTION IMPACT ASSESSMENT

- 9.1 None required because there is no processing of personal data, or where there is processing it does not result in a high risk to the rights and freedoms of a person or persons directly or indirectly identified.

10 RISK MANAGEMENT

- 10.1 This report presents the updated PSED along with an implementation action plan and revised impact assessment template. Weaknesses in the council's current arrangements are set out in this report.

Risk	Mitigation	Opportunities
Community Support	Consideration of the vulnerable groups at each decision making stage with continual reviews.	Community is better supported through correct implementation of the duty.
Timescales	The duty is a constant requirement upon public sector	Ensures that all sectors of the community are supported.
Project capacity	Consideration of the PSED at the initial stages of project design and again prior to implementation	Early consideration ensures that full community support is provided for by the council.
<i>Property</i>	Inclusion of consideration as to how vulnerable groups are affected at the design and formative stage of a property development, disposal and purchase.	All property projects and acquisition are enhanced through inclusion of needs of the vulnerable sector of our community.
<i>Financial Exposure</i>	None	None
<i>Exposure to challenge</i>	Compliance with the PSED is a statutory duty	

Risk	Mitigation	Opportunities
	and important aspect of public life.	
<i>Innovation</i>	Innovative ideas and designs maybe required to enable compliance	Increased innovation leads to a more inclusive community which is at the heart of the PSED
<i>Reputation</i>	To not comply with the PSED sends an inappropriate message to the wider community	Correct compliance results in consideration of all sectors of the community and enhances the council's reputation
<i>Achievement of outcome</i>	None	None
<i>Other</i>	None	None

11 SUPPORTING INFORMATION:

Background

- 11.1 Equality duties are an integral and important part of the mechanisms for ensuring the fulfilment of the aims of antidiscrimination legislation.
- 11.2 As set out above, the PSED applies to all public bodies in carrying out their functions. This requires public bodies to “have due regard” to the elimination of discrimination, advancement of equality and fostering of good relations in relation to listed protected characteristics. The duty must be carried out with rigour, but is not a duty to achieve particular results. The PSED need not be explicitly referred to, but there must be some evidence that it has been considered (if relevant).
- 11.3 The PSED is intended to support robust decision making and ensure that public bodies consider and understand how different people will be affected by their activities and decisions so that policies and services are appropriate and accessible to all and meet different people’s needs. By understanding the effect of their activities on different people, and how inclusive public services can support and open up people’s opportunities, public bodies are better placed to deliver policies and services that are efficient and effective.
- 11.4 An important evidential element in the demonstration of the discharge of the PSED is the recording of the steps taken by the decision maker in seeking to meet the statutory requirements and keeping the duty under regular review.
- 11.5 All decisions and not just cabinet decisions are subject to the requirement to, where relevant, consider the PSED. An example are planning decisions made under delegation and by the planning committee.
- 11.6 The PSED should be viewed in the context that is the district of Winchester, proportionally and reasonably and therefore attached at Appendix 4 is a

breakdown of the demographics of the district from Hampshire County Council's website.

Equality Policy

- 11.7 The council's Equality Policy sets out the organisation's overall approach to equality as both an employer and a provider of services. The policy was last updated in 2011 and approved by Cabinet (Report CAB2186, 15 June 2011). The Policy has been updated for 2021, the main points to note are revised objectives, setting of actions with assigned owners to ensure we meet those objectives and monitoring of actions with a review every four years.
- 11.8 The current policy includes a set of objectives and actions to achieve the objectives, these are:
- **Policies & Services.** Ensure our policies and services meet the needs of all our customers and are delivered in a fair, flexible, efficient and accessible way.
 - **Employment.** Take positive steps to promote equality in employment by developing a flexible, professional and highly-skilled workforce and ensuring staff are culturally competent and able to provide quality services to all our customers.
 - **Information & Engagement.** The council already consults with the local community, local voluntary groups, partner agencies and businesses as part of the process of developing its policies and services. Examples of this are the extensive consultations we are undertaking on the Local Development Framework and Council Plan. We will improve and develop our consultation process and seek to inform and involve all sections of the community, but particularly disadvantaged and excluded groups, in the development of our policies and the services we provide.
 - **Partnership Working:** The council will develop shared equality objectives and develop a programme of joint actions to address local equality priorities with its partners.
- 11.9 Although these objectives continue to largely meet the broad aims within the legislation the terminology is outdated as case law has evolved. This report recommends revised objectives, setting of actions to ensure we meet those objectives and monitoring of actions with a review every four years.
- 11.10 Objectives should consider the aims of the PSED as set out at paragraphs 3.2 to 3.9 and the following principles, drawn from case law, explain what is essential in order for the PSED to be fulfilled as public bodies should ensure:
- **Knowledge** – those who exercise the public body's functions need to be aware of the requirements of the PSED. Compliance with the PSED involves a conscious approach and state of mind. To ensure knowledge

both Members and officers should undertake proper and continuous training, and such training the content and timing of such training must be kept under constant review.

- **Timeliness** – the PSED must be complied with before and at the time that a particular policy is under consideration or decision is taken – that is, in the development of policy options, and in making a final decision. A public body cannot satisfy the PSED by justifying a decision after it has been taken.
- **Real consideration** – consideration of the three aims of the PSED must form an integral part of the decision-making process. The PSED is not a matter of box-ticking; it must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- **Sufficient information** – the decision maker must consider what information he or she has and what further information may be needed in order to give proper consideration to the PSED.
- **No delegation** – public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the PSED, are required to comply with it, and that they do so in practice. It is a duty that cannot be delegated.
- **Review** – public bodies must have regard to the aims of the PSED not only when a policy is developed and decided upon, but also when it is implemented and reviewed. The PSED is a continuing duty.

11.11 Although the objectives in the council's current Equality Duty Policy meet the broad requirements of the Equality Act, we have considered the equality objectives and grouped these under four performance areas as follows:

- (1) Understanding and working with our community;
- (2) Leadership, partnership and organisational commitment;
- (3) Responsive services and customer care; and
- (4) Diverse and engaged workforce

11.12 These performance areas above have been taken from the Local Government Associations Equality Framework for Local Government 2020. It is proposed that this framework will be used to benchmark our equality success particularly as we drive forward with this refreshed approach. The framework is included as a background document below.

11.13 An Equality Impact Assessment is the primary evidence of compliance with the PSED. The statutory duty applies to council, officer and member, decisions which may fall within the protected characteristics list. Therefore not all

decisions or policy or project implementation require an Equality Impact Assessment. A further consideration as to whether or not an Equality Impact Assessment is required and detail is proportionality of the decision /policy project implementation considered with the PSED. In some circumstances there will clearly be no PSED impact or a more comprehensive Equality Impact Assessment will be required due to the extent of PSED impacts both positive or negative, or where suitable a statement that the PSED has been considered and is more appropriate to be assessed at a later date such as project implementation.

11.14 When an Equality Impact Assessment is required this occurs during the decision making and the implementation process which may occur at more than one point and in the determination of a number of decision points. The duty is ongoing and is not completed at the time the Equality Impact Assessment is undertaken. If further information comes to light, such as during project implementation then the Equality Impact Assessment must also be re-considered as to whether a further assessment is required. The city council's Equality Impact Assessment are found here <https://www.winchester.gov.uk/about/equality-impact-assessments>. The report recommends a simpler template and an example is included in appendix 3.

11.15 There is existing good practice within the council of undertaking Equality Impact Assessments and in particular the council's housing department including the following pieces of work:

- Housing Excellence Group (HEG) which covers equalities and meeting the PSED.
- The HEG facilitator who is the council representative on the HQN Equality and Diversity Network.
- The housing policy and procedure template includes a section to help officers consider the PSED through impact assessment and how diverse needs will be met.
- The "Local Brief" has regular PSED reminders in it. July's included a reminder note to think about meeting diverse needs when communicating.
- An annual HEG Training programme, delayed last year due to the need to complete a skills audit following the restructure and delayed this year by COVID-19.
- Customer insight reports and survey respondent profiles to check for disparities across the protected groups to inform business planning and service improvements.
- Equality monitoring of key service areas to check for disparities.
- EIA's which considers a spectrum of groups wider than those with protected characteristics.
- Package of accessibility measures and standards

- 11.16 The Housing Strategy 2017/18 – 2022/23 priorities sets out several objectives around meeting the needs of diverse households, excluded groups and those with protected characteristics.
- 11.17 Another example of good practice is in the council's customer services and reception area. A hearing loop is installed in reception and a telephone translation service is available for non-English speakers. The most recent Census data available (2011) identifies that 97.2% of the districts population state 'English' as their main language. This will be reviewed when the results of the 2021 Census are available to ensure that the service remains accessible for all.
- 11.18 The Procurement and Contract Management Strategy 2020 – 2025 was approved by Cabinet in March 2020 and its aims include:
- Support the climate change emergency by requiring environmental and social factors to be considered in all procurements
 - Encourage local and small businesses to bid for contract opportunities
- 11.19 The Procurement Team work closely with partner organisations such as the Federation of Small Businesses (FSB) to ensure that barriers to contract opportunities for small and local organisations are minimised. Examples of good practice include the team facilitating pre-procurement information events for local business for certain opportunities where we know there is an active local / small business supply market.
- 11.20 To support undertaking of the council's PSED responsibilities it is proposed to form a Corporate PSED Panel. The Panel will monitor, manage and steer the implementation of the PSED policy which includes, training to increase understanding of PSED and where appropriate completion of equality impact assessments. All proposals going on to cabinet for decision are required to consider whether an Equality Impact Assessment is relevant.
- 11.21 The Panel will:
- Undertake independent reviews of equality impact assessments in relation to new council policies and projects and changes and implementation of existing policy and projects.
 - Providing advice and recommendations on PSED implementation.
 - Reviewing general and specific arrangements for implementation of the PSED including equality impact assessments across the council.
 - Monitoring agreed actions to address potential negative or positive impact on promotion of equality for protected characteristic groups and monitor progress of the Equality, Diversity and Inclusive Action Plan.

- 11.22 The Panel will consist of officers from across the council including representatives from the Policy Team, Human Resources Team, Community Team and Housing Team. The officers who sit on the panel will receive appropriate training from qualified professionals.

Equality, Diversity and Inclusion Action Plan

- 11.23 The Equality, Diversity and Inclusion Action Plan (Appendix 2) is a key document for setting out and recording how service areas and corporate related activity will work to deliver the council's Equality Objectives and Equality Policy.
- 11.24 The plan will also be used to monitor progress and achievements against the activities in the plan, ensuring targets are on track and delivered.
- 11.25 To deliver this action plan effectively, it is important for all staff to understand clearly their role in the delivery of equality and diversity related activity and feel confident in embedding equality considerations in all they do.
- 11.26 The new action plan comprises of actions that are based on each of the four performance areas to be met as appropriate, as part of the council's commitment to providing better outcomes for all people.

Next Steps

- 11.27 To ensure the successful roll out and implementation of the updated Equality Policy it is important that the objectives are embedded across the organisation and that officers and councillors are aware of their responsibilities.
- 11.28 The following table sets out a number of actions that are to be undertaken before implementation of the updated policy to increase council wide understanding of PSED and support officers to complete the refreshed EIA form.

ACTION	DUE DATE
Updated Policy, Action Plan and EIA template presented to members of Audit and Governance committee for consideration and comments.	16 December 2021
Equality page on the council website updated to reflect current EIA's utilising the updated template. To be regularly updated thereafter	January 2022
HR intranet page to be updated with current Equality documents. Location of documents communicated to relevant colleagues.	January 2022
Options for equality, diversity and inclusion training to be reviewed	January 2022
Explore options for PSED training for the various levels of officer groups and councillors	January 2022
Set up officer panel with agreed Terms of Reference to consider and comment on completed equality	March 2022

ACTION	DUE DATE
impact assessment forms	
Equality, diversity and inclusion training to begin to be delivered	March 2022
Roll out of new EIA form	March 2022
Implementation of new Policy	April 2022
Completion of monitoring report	June 2022
Report to ELB detailing progress of new EIA form and monitoring report	June 2022

- 11.29 Following the conclusion and implementation of these next steps it is acknowledged that the city council wants to build on the excellent foundations in this report. We know that there is work being done on equality, diversity and inclusion by teams at the council, local communities and partner organisations to address existing and emerging inequalities in the district, particularly as a result of the COVID-19 pandemic.
- 11.30 Elected members have a key role in making the district a more inclusive place for everyone to live, work and visit. A Members' Equality, Diversity and Inclusion Forum would be an opportunity to consider the evidence of inequalities in the district, understand the issues directly from local communities and partners and consider current and future work to address these.
- 11.31 It is also a fundamental step in the journey to moving the council and district closer towards becoming a truly inclusive place where everyone can thrive and feel that they belong. After training has been delivered to all officers and councillors this Forum will be actively pursued and terms of reference brought back to this Cabinet.

12 OTHER OPTIONS CONSIDERED AND REJECTED

There are no alternative options to this report as the recommendations support the council's statutory duty to comply with the PSED and to monitor such compliance.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

None

Other Background Documents:-

Equality Act 2010

Equality Policy and Action Plan 2011

LGA Equality Framework for Local Government 2020

APPENDICES:

Appendix 1 - Winchester City Council Equality Policy – November 2021

Appendix 2 - Equality Impact Assessment Template

Appendix 3 - Equality, Diversity and Inclusion Action Plan

Appendix 4 - Hampshire County Council - Winchester district demographics



Winchester City Council

Public Sector Equality Duty Policy

November 2021

VERSION CONTROL				
VERSION	DATE	DESCRIPTION OF CHANGE	CHANGED BY	AUTHORISED BY
1.0		Original Document		
2.0	November 2021	<ul style="list-style-type: none">• Inclusion of version control• Deletion of partnerships that no longer operate• Update of named officer responsible for equality complaints	Policy Team	

If you require this document in another format or language please contact the Policy Team:

Telephone: 01962 840 222

E-mail: Policy@winchester.gov.uk

Write: City Offices, Colebrook Street, Winchester, Hants SO23 9LJ

Website: www.winchester.gov.uk/CouncilAndDemocracy/EqualityAndDiversity

Policy Owner: Senior Policy & Programme Manager

Policy Administrator: Policy & Performance Officer

Version Number: 2.0

Last Update: November 2021

Review Date: November 2025

1. Introduction

- 1.1 Winchester City Council is committed to promoting and ensuring the equality of opportunity for all people. We recognise and value every person in our community and we believe that equality is central to the provision of modern quality services.
- 1.2 This document sets out the council's overall approach to equality as both an employer and a provider of services. It also covers the council's approach to:
- partnership working on equality issues;
 - the "duty to involve" and the requirement to consult and engage with the local community; and,
 - the Public Sector Equality Duty (PSED).
- 1.3 The policies set out here will show how the council will meet our legal duties and apply to all the council's activities, including those carried out by other organisations on our behalf. They will also inform and guide the development of specific equality objectives that will identify the priorities for action on equality in Winchester district and specific actions to be taken, including those which can be undertaken by or via the Winchester District Strategic Partnership.
- 1.4 The Action Plan attached to this document identifies the key **corporate** issues and actions that the council will take over the next 4 years to meet our equality objectives and our legal duties. Our aim is to develop an integrated approach that will ensure that equality is firmly embedded in the way in which we develop policy, run services and employ people.

2. Background

- 2.1 The council is legally required to ensure its employees and those who use its services are treated fairly and equally, including but not limited to the following laws:

The Equality Act 2010.

The Equality Act has two main purposes – to harmonise discrimination law, and to strengthen the law to support progress on equality.

Protection from unlawful discrimination is provided by the Equality Act in relation to the following characteristics, which are defined as 'protected characteristics':

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity (which includes breastfeeding)
- Race
- Religion and belief
- Sex/gender
- Sexual orientation.

Every person has one or more of the protected characteristics, which means that the Act aims to protect everyone against unfair treatment. When considering the impacts on service users of our policies and procedures, the council also takes into account social or economic disadvantage.

There are four main types of discrimination: direct discrimination; indirect discrimination; harassment; and victimisation.

Under the PSED, public sector bodies must, in the exercise of their functions, have due regard to the need to:

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
2. Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.
3. Foster good relations between people who share a relevant protected characteristic and those who do not.

Having due regard for advancing equality involves: removing or minimising disadvantages suffered by people due to their 'protected characteristics'; taking steps to meet the needs of people with protected characteristics where these are different from the needs of other people; and, encouraging people with protected characteristics to participate in public life or in other activities where their participation is disproportionately low. The practical effect is that public bodies must consider how their policies, programmes and service delivery will affect people with protected characteristics.

The Equality Act 2010 allows an employer or service provider or other organisation to take positive action in order to alleviate and prevent any

disadvantage experienced by people with protected characteristics. For example, in relation to recruitment and the provision of certain services.

The Human Rights Act 1998.

This confers a range of rights including, for example, the right to family life, which have implications for the way that we as a council deliver services and manage our workforce.

The practical effect of this legislation is that the council is legally required to consider how our policies, plans, services, procedures, practices, projects, and decisions will affect people with protected characteristics.

3. Winchester's Policy Statement on Equality

3.1 Winchester City Council is committed to **equality of opportunity** for all people regardless of race, disability, gender, age, sexual orientation, religion or belief (including non-religious beliefs), gender re-assignment, marital status, and pregnancy and maternity. We recognise and value all people in our community and we believe that equality is central to the provision of modern quality services. We will:

A. **Policies & Services.** Ensure our policies and services meet the needs of all our service users and are delivered in a fair, flexible, efficient and accessible way. We will achieve this by:

- i. Assessing all policies and services in order to identify any discrimination, un-met needs and opportunities to improve the delivery of services to specific groups of service users. This "integrated assessment" process will cover all the protected characteristics and address other issues that may affect the opportunities of people who share a protected characteristic and those who do not to access services and participate in public life. It will also help identify opportunities to foster good relations between people who share a protected characteristic and those who do not.
- ii. Developing specific and measurable outcome-based **equality objectives**, including **equality actions** in service and business plans and monitoring progress using the performance management system.
- iii. Ensuring that, where appropriate, all voluntary sector organisations with which the council has contracts with or which are in receipt of [significant] funding from the council actively promote their project/service to all sections of the community and can demonstrate that they do so.

- iv. Developing and implementing a Procurement and Contract Management Strategy that ensures that contractors delivering services on behalf of the council are complying with their legal obligations and implementing the council's equality duties.¹ Accessibility will be taken into account in procurement and, where appropriate, selected contractors will be encouraged to develop more accessible products and services.
- v. Ensuring that service users or potential service users with protected characteristics.
- vi. Using a range of media to communicate with our service users.
- vii. Making our services accessible to all by improving physical access to buildings, where possible providing services near to where people live, using home visits, and developing electronic channels including the Internet and telephone. Auxiliary aids (for example hearing loops) will be provided wherever a need is identified or anticipated.
- viii. Carrying out periodic access audits of its service provision and, where work is being carried out or where future capital work is being planned, taking the opportunity to involve service users in designing improvements to all aspects of provision (for example, improving signage by reducing visual clutter, simplifying language and using graphics where appropriate).
- ix. Establishing appropriate policies, structures, procedures, monitoring systems, and reporting requirements to deal promptly and effectively with any complaints of discrimination, harassment, and victimisation or bullying by service users, members or employees.

B. Employment. Take positive steps to promote equality in employment by developing a flexible, professional and highly-skilled workforce and ensuring staff are culturally competent and able to provide quality services to all our service users. We will achieve these aims by:

- i. Ensuring that recruitment and selection methods are fair, systematic, unbiased and based solely on merit using only rational, objective and job-related criteria.

¹ These might include, for example, contractors and sub-contractors being required to comply with an equality checklist, producing an equal opportunity statement or policy, undertaking any necessary monitoring and evaluation to ensure they are complying with the council's requirements, and providing the council with proof of compliance.

- ii. Providing appropriate equality training and support for managers for recruitment, induction and training.
- iii. Providing appropriate equality training for all employees in respect of their conduct and behaviour to other employees and service users.
- iv. Ensuring that all employees have equal opportunity to access training and development activities, regardless of their job role, working hours or any special needs or circumstances.
- v. Applying national and local conditions of service fairly.
- vi. Undertaking Equal Pay Audits on a regular basis and acting to address any pay inequalities these discover.
- vii. Adopting and implementing appropriate policies and procedures in respect to harassment, bullying and unlawful discrimination that are consistent with Codes of Practice and guidance.
- viii. Taking appropriate action including disciplinary action, where appropriate, where harassment, bullying or unlawful discrimination is alleged to have occurred.
- ix. Supporting employees from minority or disadvantaged groups by raising awareness of local support groups and through the development of appropriate internal support mechanisms.
- x. Liaising with the recognised trade unions as part of our monitoring processes for achieving equal opportunity in employment.
- xi. Working with our partners to encourage job applications from excluded and disadvantaged groups.
- xii. Promotion of work life balance and allowing flexible working where possible.
- xiii. To monitor and assess impact of policies and services, to ensure that inequality is minimised or removed and that our policies and services reflect the needs of Winchester at all times.
- xiv. To have a confidential reporting system for those who may face unlawful discrimination, harassment or bullying whilst at work.

C. **Information & Engagement.** The council already consults with the local community, local voluntary groups, partner agencies and businesses as part

of the process of developing its policies and services. Examples of this are the extensive consultations we are undertaking on the Local Development Framework and Council Plan. We will always look to develop and improve our consultation processes and seek to inform and involve all sections of the community, but particularly disadvantaged and excluded groups, in the development of our policies and the services we provide. We will achieve these aims by:

- i. Working with our partners to obtain and share information in order to improve our collective knowledge and understanding of the composition of the local population and the needs of local groups in a particular area and interest groups.
- ii. Developing a variety of ways to inform and engage with local people in making decisions that affect them.
- iii. Publishing and regularly updating equality information and showing how this is informing council decision-making.

D. **Partnership Working.** The council works in partnership with a range of public, private and voluntary/not-for-profit organisations via:

- Shared service arrangements with other local authorities.
- In planning and development partnerships such as the Partnership for South Hampshire (PFSH).
- With a number of key contractors.

E. **Monitoring and Reporting.**

All performance relating to equality will be reported regularly to the Executive Leadership Board (ELB) and the Cabinet.

The council will report annually on how it is complying with the public sector equality duties and at appropriate intervals on achieving its equality objectives.

F. **Complaints.** We are committed to providing a high standard of service to all our service users, and we work to continuously improve our service. Continuous improvement can only be achieved when we seek and consider service user feedback.

Every effort is made to deal with complaints promptly and put matters right quickly.

The council has a recently updated comprehensive complaints procedure that covers complaints about unlawful discrimination in service delivery and in employment. The Monitoring Officer and the Service Lead – Human Resources (Interim) have been nominated to investigate and deal with complaints relating to unlawful discrimination amongst or by council employees. The Standards Hearing Sub Committee consider any complaints against Members of the council.

4. Who is Responsible for Equality?

- 4.1 Elected members have a strategic responsibility to ensure that equality is built into policies and procedures. They also have an important role of using their links within the community to develop relationships with community groups and individuals and to encourage dialogue with the council. As decision makers elected members have a key role to ensure that the PSED duty is met, such duty is unable to be delegated as is relevant when the decision is taken. We will identify a "Member Champion" to provide leadership on this issue.
- 4.2 All employees and others working on behalf of the council are responsible for working together to promote equality and fairness in the way that they treat service users and colleagues and through the services they provide to the public. We have identified a "Lead Officer", currently the Senior Policy and Programme Manager to lead and co-ordinate corporate working on this issue.

5. Integrating Equality

- 5.1 We integrate equality into everything we do starting from the highest level – the Council Plan and working through the organisation into service and business plans. We review our corporate priorities to ensure that our commitment to equality is adequately reflected. We have also developed a set of core values that clearly establish equality as a key priority of the council.
- 5.2 We will develop and implement a corporate integrated impact assessment process that ensures equality is "mainstreamed" into the service and business planning processes and integrated with the performance management system.
- 5.3 Making this policy work is ultimately dependent on developing an organisational culture where difference is respected and valued and everyone is treated fairly and equally and everyone feels that they are being treated fairly and equally. Achieving this requires commitment and involvement from members, management and all employees. Appropriate information, training

and support is provided to ensure that members and employees have the awareness, knowledge and skills to fulfil their responsibilities in this field.

6. Working with Partners

6.1 We will work with our partners to promote equality by:

- Sharing existing information and good practice.
- Gathering new information.
- Developing joint consultation and involvement methods and structures where appropriate.
- Developing a set of equality objectives for the district.
- Developing joint working and co-delivery of services where practicable.
- Pooling budgets and resources where practicable.

6.2 We work in partnership with organisations from across the voluntary sector. to involve and engage with them on equality issues by supporting:

- Existing local groups such as the Winchester Youth Collective.
- The development of new groups such as Winchester Area Access for All.

6.3 We continue to be represented at and contribute to the work of the Hampshire & Isle of Wight Equality Network and, where appropriate, other Regional and national equality networks.

7. The Action Plan

7.1 The attached Action Plan is a living document that identifies the desired outcomes, the **corporate-level** actions that will be undertaken to achieve them, **who** is responsible and **when** the action should be completed. More detailed actions relating to council policies and services can be found in Business and Service Plans.

7.2 The Action Plan will be reviewed and updated annually by the senior leadership team.

8. Monitoring and Evaluation

- 8.1 The council will continually seek to develop its approach to equality, diversity and inclusion by identifying good practice in employment and service delivery. The council will review this Policy on a regular basis, usually at least every four years, to ensure that it reflects the latest legislation, best practice and other council policies.

Winchester City Council

Equality Impact Assessment Template (EIA)

Section 1 - Data Checklist

When undertaking an EIA for your policy or project, it is important that you take into consideration everything which is associated with the policy or project that is being assessed.

The checklist below is to help you sense check your policy or project before you move to Section 2.

		Yes/No	Please provide details
1	Have there been any complaints data related to the policy or project you are looking to implement?		
2	Have all officers who will be responsible for implementing the policy or project been consulted, and given the opportunity to raise concerns about the way the policy or function has or will be implemented?		
3	Have previous consultations highlighted any concerns about the policy or project from an equality impact perspective?		
4	Do you have any concerns regarding the implementation of this policy or project?		

		Yes/No	Please provide details
	<i>(i.e. Have you completed a self-assessment and action plan for the implementation of your policy or project?)</i>		
5	Does any accessible data regarding the area which your work will address identify any areas of concern or potential problems which may impact on your policy or project?		
6	Do you have any past experience delivering similar policies or projects which may inform the implementation of your scheme from an equality impact point of view?		
7	Are there any other issues that you think will be relevant?		

Section 2 - Your EIA form

Directorate:	Your Service Area:	Team:	Officer responsible for this assessment:	Date of assessment:
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	Question	Please provide details
1	What is the name of the policy or project that is being assessed?	
2	Is this a new or existing policy?	
3	Briefly describe the aim and purpose of this work.	
4	What are the associated objectives of this work?	
5	Who is intended to benefit from this work and in what way?	
6	What are the outcomes sought from this work?	
7	What factors/forces could contribute or detract from the outcomes?	
8	Who are the key individuals and organisations responsible for the implementation of this work?	
9	Who implements the policy or project and who or what is responsible for it?	

	Please select your answer in bold . Please provide detail here.
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10a	Could the policy or project have the potential to affect individuals or communities on the basis of race differently in a negative way?	Y	N	
10b	What existing evidence (either presumed or otherwise) do you have for this?			
11a	Could the policy or project have the potential to affect individuals or communities on the basis of sex differently in a negative way?	Y	N	
11b	What existing evidence (either presumed or otherwise) do you have for this?	Community impact assessment completed along with review of existing hirers		
12a	<p>Could the policy or project have the potential to affect individuals or communities on the basis of disability differently in a negative way?</p> <p><i>you may wish to consider:</i></p> <ul style="list-style-type: none"> • <i>Physical access</i> • <i>Format of information</i> • <i>Time of interview or consultation event</i> • <i>Personal assistance</i> • <i>Interpreter</i> • <i>Induction loop system</i> • <i>Independent living equipment</i> • <i>Content of interview</i> 	Y	N	
12b	What existing evidence (either presumed or otherwise) do you have for this?			
13a	Could the policy or project have the potential to affect			

	individuals or communities on the basis of sexual orientation differently in a negative way?	Y	N	
13b	What existing evidence (either presumed or otherwise) do you have for this?			
14a	Could the policy or project have the potential to affect individuals on the basis of age differently in a negative way?	Y	N	
14b	What existing evidence (either presumed or otherwise) do you have for this?			
15a	Could the policy or project have the potential to affect individuals or communities on the basis of religious belief differently in a negative way?	Y	N	
15b	What existing evidence (either presumed or otherwise) do you have for this?			
16a	Could this policy or project have the potential to affect individuals on the basis of gender reassignment differently in a negative way?	Y	N	
16b	What existing evidence (either presumed or otherwise) do you have for this?			
17a	Could this policy or project have the potential to affect individuals on the basis of marriage and civil partnership differently in a negative way?	Y	N	
17b	What existing evidence (either presumed or otherwise) do you have for this?			
18a	Could this policy or project have the potential to affect individuals on the basis of pregnancy and maternity differently in a negative way?	Y	N	

18b	What existing evidence (either presumed or otherwise) do you have for this?	Community impact assessment completed along with review of existing hirers		
19	Could any negative impacts that you identified in questions 10a to 15b create the potential for the policy to discriminate against certain groups on the basis of protected characteristics?	Y	N	
20	Can this negative impact be justified on the grounds of promoting equality of opportunity for certain groups on the basis of protected characteristics? Please provide your answer opposite against the relevant protected characteristic.	Y	N	Race: Sex: Disability: Sexual orientation: Age: Gender reassignment: Pregnancy and maternity: Marriage and civil partnership: Religious belief:
21	How will you mitigate any potential discrimination that may be brought about by your policy or project that you have identified above?	.		
22	Do any negative impacts that you have identified above impact on your service plan?	Y	N	

Signed by completing officer	


Signed by Service Lead or Corporate Head of Service	
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EQUALITY, DIVERSITY AND INCLUSION ACTION PLAN

INTRODUCTION

This Action Plan is a key document for recording how service areas and corporate related activity will work to deliver the Council's Priority Equality Objectives and Equality Policy. This plan will also be used to monitor progress and achievements against the activities in the plan, ensuring targets are on track and delivered. All services across the Council contribute to the overall delivery of the Equality Policy and Priority Equality Objectives in a variety of ways. Promoting and embedding equality and diversity both internally within the organisation, and externally across the district, requires continuous activity in order to create cultural change with a view to attaining a vision of fairness, respect and equal access to service delivery for all. This Equality Action Plan therefore includes a number of key milestones, to be met as appropriate, as part of the Council's commitment to providing better outcomes for all people.

The Equality Framework for Local Government (EFLG) is run by the Local Government Association and is the only nationally recognised equality assessment for councils. The Framework sets out four modules for improvement underpinned by a range of criteria and practical guidance that can help a Council plan, implement and deliver real equality outcomes for employees and the community. The four modules are:

-  **Understanding and working with your communities:** Our residents' views are important to us and the main challenge in the years ahead will be to ensure people feel they can influence the decisions made by increasing participation in public life. Engaging directly with our residents will provide an excellent opportunity to foster good relations and promote understanding, ensuring everyone can make a meaningful contribution to the community and shape the services that matter to them.

-  **Leadership and Organisational Commitment:** It is vital that we have a robust structure with clearly identified roles and responsibilities to ensure that both members and officers can perform their equalities roles well and champion equality issues within their wards/service areas and empower others within the local community. Our goal is to challenge discrimination, promote equality of opportunity and understanding and foster good relations within our community. This will involve working closely with our public and private sector colleagues and those in the voluntary and community sectors who work to promote the rights and needs of those they represent.

Responsive Services and Customer Care: We need to offer services that are relevant and inclusive so that our limited resources are targeted where residents need them most. To achieve this we will talk to our service users – our customers - we will ask your views and listen and respond to what you tell us. We will also continue to assess our current services and new proposals to ensure that they are fit for purpose and do not exclude anyone on grounds of a protected characteristic (as defined within the Equality Act 2010).

Diverse and Engaged Workforce: We have a moral and legal responsibility to ensure our employment practices are fair and that we make every effort to recruit a workforce that is representative of the community that we serve. We recognise that this can only be achieved by engaging with staff and understanding their needs to help us ensure everyone has equal and fair access to a rewarding and enjoyable career with us.

This plan comprises of actions that are based on these objectives to be met as appropriate, as part of the council’s commitment to providing better outcomes for all people.

IMPLEMENTATION OF PLAN

To deliver this action plan effectively, it is important for all staff to understand clearly their role in the delivery of equality and diversity related activity and feel confident in embedding equality considerations in all they do.

EQUALITY, DIVERSITY AND INCLUSION ACTION PLAN 2021

EQUALITY PRIORITY ONE – UNDERSTANDING AND WORKING WITH YOUR COMMUNITIES				
NO.	ACTION	OUTCOME	LEAD OFFICER	TARGET DATE
1.1	Identify ways to share data to develop a sophisticated understanding of the difference between the equality profile of the district and who accesses our services. Make data available to officers where relevant to inform their service provision and impact assessments on an annual basis.	We develop a rich and detailed understanding of our communities. Up to date ward-level data is available on our website.	Corporate Head of Economy & Community	To be confirmed
1.2	Collect and analyse soft data and intelligence about our	Develop current qualitative data to	Senior Policy & Programme	30/06/22

	communities, including intelligence from front-line workers to complement our data and support our approach to equalities on an annual basis.	use as our equalities evidence base across the council. Information and data shared on our website is up to date.	Manager	
1.3	Develop a comprehensive understanding of what data we share and with whom.	Completed analysis of what data we share and with whom.	Senior Policy & Programme Manager	Ongoing
1.4	Release open data in meaningful ways and engage with local groups and partners to make better use of it, including to inform our equality objectives	Up to date data available on our website. Automated where possible - data sets online in the form of a dashboard that all staff can access.	Senior Policy & Programme Manager	30/06/22
1.5	Commit that data is up to date and published on our website including: Equality Impact Assessments Annual Gender pay report	Data is published annually for residents to access.	Senior Policy & Programme Manager	31/03/22
1.6	Commission a survey to build on our current understanding of our strategic partners using this information to understand resilience and create opportunities to improve relationships as well as identify those we engage with and those we do not.	Completed survey that gives insight and understanding of the needs of the third sector in our community.	Corporate Head of Economy & Community	To be confirmed
1.7	Review the effectiveness of community grants to identify if this meets the needs of our community including those with protected characteristics.	Refreshed approach to the way we deliver grants.	Corporate Head of Economy & Community	To be confirmed
EQUALITY PRIORITY TWO – LEADERSHIP AND ORGANISATIONAL COMMITMENT				
NO.	ACTION	OUTCOME	LEAD OFFICER	TARGET DATE
2.1	Review our processes to make sure that members and officers have the information required to rigorously challenge and considered the equalities implications of all major service	Number of awareness sessions delivered. New councillors completing members'	Governance Manager / Senior Policy & Programme Manager	01/04/22 Ongoing

	and policy proposals. Include Equality Awareness raising information in members' induction and signpost to additional resources and training.	equality training. Equality impact analysis information attached to all cabinet/committee reports.		
2.2	Senior Leadership Team are committed to equalities in the workplace and across the council and have a clear understanding of their role as leaders to: <ul style="list-style-type: none"> • Create awareness and promote ownership across the council of the [Equality Strategy and] our Equality Policy. • Be visible in the ways they are promoting equality. • Understand inequality in their areas and have a clear approach to what they will do to address this. • Encourage a culture where staff understand their role in relation to equalities and behave in a way that illustrates this understanding. 	We have a coherent vision of equality which is shared and owned by the council, partners and the community.	Senior Leadership Team	Q3 2021 then ongoing
2.3	Increased visibility of our leadership through messages of celebration and communications about key national days and weeks to our community and staff.	Annual calendar of messages in place.	Corporate Head of Strategic Support (Communications)	Ongoing
2.4	Develop new ways of communicating so that our marketing and messages are accessible to the widest audience.	Number of people our messages are reaching across platforms.	Corporate Head of Strategic Support (Communications)	Ongoing
2.5	Undertake a cross-service review to ensure we are maximising the opportunities and benefits through the procurement process and in relevant agreements such as with suppliers.	Equality considerations are evident in the procurement process including in specification and our agreements with suppliers.	Corporate Head of Finance/ Service Lead – Corporate Support	Ongoing
2.6	We will ensure equality objectives are delivered through the procurement process by: <ul style="list-style-type: none"> • Continuing to work closely with the Federation of Small Businesses (FSB) to identify any barriers to entry (whether real or perceived) for smaller and local businesses to tendering. • Delivering guidance and training for sustainable 	Staff guidance and training. Contract monitoring shows that suppliers provide evidence that they are fulfilling their obligations.	Corporate Head of Finance/ Service Lead – Corporate Support	Ongoing

	<p>Procurement and the Social Value Act.</p> <ul style="list-style-type: none"> Encourage soft-market testing and supplier engagement events to be carried out for forthcoming opportunities and promote these events to smaller and local businesses. 			
EQUALITY PRIORITY THREE – RESPONSIVE SERVICES AND CUSTOMER CARE				
NO.	ACTION	OUTCOME	LEAD OFFICER	TARGET DATE
3.1	<p>Provide tools for frontline staff to raise awareness and any considerations they need to make when interacting with people with protected characteristics</p> <p>Aligns with our health and wellbeing strategy</p>	<p>Increased frontline staff confidence and knowledge.</p> <p>Coaching provided by management to ensure all staff can interact with ease.</p>	Senior Leadership Team	Ongoing
3.2	<p>Ensure that those who most need housing support are given it by:</p> <ul style="list-style-type: none"> Conducting a review of services. Identify funding opportunities for increasing the supply of supported housing for vulnerable groups. Ensuring the needs of vulnerable groups, including those with learning disabilities, mental health issues, autism, older people and care leavers are considered in developing new housing supply. Producing a statement of housing opportunities for younger people. 	<p>Characteristics of those in housing need identified and monitored.</p>	Corporate Head of Housing	Ongoing
3.3	<p>We will ensure that equality impact assessments are embedded in our decision-making and that they are meaningful and have used real data to inform us by:</p> <ul style="list-style-type: none"> Reviewing templates and guidance to make sure they are fit for purpose. Establishing a quality assurance process for Equality Impact Assessments. Deliver workshops on how to complete an Equality 	<p>Equality Impact Assessments routinely carried out and to a consistently high standard.</p> <p>Evidence that our Equality Impact Assessments. Inform service delivery and review.</p>	All Services	On Going

	<p>Impact Assessments.</p> <ul style="list-style-type: none"> Ensuring that Equality Impact Assessments are published, available for scrutiny on the council's website. 	All Equality Impact Assessments are available online.		
3.4	Produce an annual report on the impact of budget proposals across the protected characteristics.	Annual report published online.	Corporate Head of Finance	29/02/22
3.5	<p>We will make sure we put accessibility at the heart of all we do by:</p> <ul style="list-style-type: none"> Including accessibility standards in our Customer Charter; and providing accessibility awareness training for relevant council staff. 	<p>All staff in customer awareness have had accessibility training.</p> <p>An agreed number of staff have attended training.</p>	Service Lead – Corporate Support and Service Lead – Human Resources and Corporate Head of Housing	01/04/22
EQUALITY PRIORITY FOUR – DIVERSE AND ENGAGED WORKFORCE				
NO.	ACTION	OUTCOME	LEAD OFFICER	TARGET DATE
4.1	Implementation of the Health and Wellbeing Strategy.	Delivery of the actions in the plan.	Service Lead - Human Resources	31/10/22
4.2	Review our offer for staff mentoring and take-up from underrepresented groups.	Increased uptake of mentoring programme, particularly for staff from underrepresented groups.	Service Lead - Human Resources	31/10/22
4.3	Refresh HR strategy with a renewed focus on equality.	Delivery and implementation of new HR strategy.	Service Lead - Human Resources	31/10/22
4.4	Review our E&D based learning and development opportunities.	Refreshed offer that meets the needs of our staff.	Service Lead - Human Resources	31/10/22
4.5	Use the workforce diversity and gender pay gap data to work towards improving how representative our workforce is.	Workforce equalities data - % of protected characteristics groups reaching interview stage / employed.	Service Lead - Human Resources	31/10/22
4.6	<p>Review the current performance indicators for equalities and inclusion in employment for the organisation.</p> <p>Aligns with HR Equalities and Inclusion in Employment action plan.</p>	Performance indicators align with HR equalities and inclusion in employment action plan	Service Lead - Human Resources	31/10/22
4.7	Take steps to encourage declaration of staff equality	Increase in number of people who	Service Lead - Human	31/10/22

	monitoring data, particularly around disability through undertaking a promotional campaign to encourage staff to disclose their personal data.	declare equality information. Increase in number of people who declare a disability.	Resources	
4.8	Undertake a review to understand how we perform in the attraction and retention of graduates and apprentices from communities with protected characteristics.	Better understanding of why people leave and what they move onto.	Service Lead - Human Resources	31/10/22
EQUALITY PRIORITY ONE – UNDERSTANDING AND WORKING WITH YOUR COMMUNITIES				
NO.	ACTION	OUTCOME	LEAD OFFICER	TARGET DATE
1.1	Identify ways to share data to develop a sophisticated understanding of the difference between the equality profile of the district and who accesses our services. Make data available to officers where relevant to inform their service provision and impact assessments on an annual basis.	We develop a rich and detailed understanding of our communities. Up to date ward-level data is available on our website.	Corporate Head of Economy & Community	To be confirmed
1.2	Collect and analyse soft data and intelligence about our communities, including intelligence from front-line workers to complement our data and support our approach to equalities on an annual basis.	Develop current qualitative data to use as our equalities evidence base across the council. Information and data shared on our website is up to date.	Senior Policy & Programme Manager	30/06/22
1.3	Develop a comprehensive understanding of what data we share and with whom.	Completed analysis of what data we share and with whom.	Senior Policy & Programme Manager	Ongoing
1.4	Release open data in meaningful ways and engage with local groups and partners to make better use of it, including to inform our equality objectives	Up to date data available on our website. Automated where possible - data sets online in the form of a dashboard that all staff can access.	Senior Policy & Programme Manager	30/06/22
1.5	Commit that data is up to date and published on our website including: Equality Impact Assessments	Data is published annually for residents to access.	Senior Policy & Programme Manager	31/03/22

Annual Gender pay report				
1.6	Commission a survey to build on our current understanding of our strategic partners using this information to understand resilience and create opportunities to improve relationships as well as identify those we engage with and those we do not.	Completed survey that gives insight and understanding of the needs of the third sector in our community.	Corporate Head of Economy & Community	To be confirmed
1.7	Review the effectiveness of community grants to identify if this meets the needs of our community including those with protected characteristics.	Refreshed approach to the way we deliver grants.	Corporate Head of Economy & Community	To be confirmed
EQUALITY PRIORITY TWO – LEADERSHIP AND ORGANISATIONAL COMMITMENT				
NO.	ACTION	OUTCOME	LEAD OFFICER	TARGET DATE
2.1	<p>Review our processes to make sure that members and officers have the information required to rigorously challenge and considered the equalities implications of all major service and policy proposals.</p> <p>Include Equality Awareness raising information in members' induction and signpost to additional resources and training.</p>	<p>Number of awareness sessions delivered.</p> <p>New councillors completing members' equality training.</p> <p>Equality impact analysis information attached to all cabinet/committee reports.</p>	Governance Manager / Senior Policy & Programme Manager	<p>01/04/22</p> <p>Ongoing</p>
2.2	<p>Senior Leadership Team are committed to equalities in the workplace and across the council and have a clear understanding of their role as leaders to:</p> <ul style="list-style-type: none"> • Create awareness and promote ownership across the council of the [Equality Strategy and] our Equality Policy. • Be visible in the ways they are promoting equality. • Understand inequality in their areas and have a clear approach to what they will do to address this. • Encourage a culture where staff understand their role in relation to equalities and behave in a way that 	We have a coherent vision of equality which is shared and owned by the council, partners and the community.	SLT	Q3 2021 then ongoing

	illustrates this understanding.			
2.3	Increased visibility of our leadership through messages of celebration and communications about key national days and weeks to our community and staff.	Annual calendar of messages in place.	Corporate Head of Strategic Support (Communications)	Ongoing
2.4	Develop new ways of communicating so that our marketing and messages are accessible to the widest audience.	Number of people our messages are reaching across platforms.	Corporate Head of Strategic Support (Communications)	Ongoing
2.5	Undertake a cross-service review to ensure we are maximising the opportunities and benefits from procurement.	Equality considerations are evident in the procurement process including in specification and our agreements with suppliers.	Corporate Head of Finance/ Service Lead – Corporate Support	Ongoing
2.6	<p>We will ensure equality objectives are delivered through the procurement process by:</p> <ul style="list-style-type: none"> Continuing to work closely with the Federation of Small Businesses (FSB) to identify any barriers to entry (whether real or perceived) for smaller and local businesses to tendering. Delivering guidance and training for sustainable Procurement and the Social Value Act. Encourage soft-market testing and supplier engagement events to be carried out for forthcoming opportunities and promote these events to smaller and local businesses. 	<p>Staff guidance and training.</p> <p>Contract monitoring shows that suppliers provide evidence that they are fulfilling their obligations.</p>	Corporate Head of Finance/ Service Lead – Corporate Support	Ongoing

EQUALITY PRIORITY THREE – RESPONSIVE SERVICES AND CUSTOMER CARE

NO.	ACTION	OUTCOME	LEAD OFFICER	TARGET DATE
3.1	<p>Provide tools for frontline staff to raise awareness and any considerations they need to make when interacting with people with protected characteristics</p> <p>Aligns with our health and wellbeing strategy</p>	<p>Increased frontline staff confidence and knowledge.</p> <p>Coaching provided by management to ensure all staff can interact with ease.</p>	SLT	Ongoing
3.2	<p>Ensure that those who most need housing support are given it by:</p> <ul style="list-style-type: none"> Conducting a review of services. 	Characteristics of those in housing need identified and monitored.	Corporate Head of Housing	Ongoing

	<ul style="list-style-type: none"> Identify funding opportunities for increasing the supply of supported housing for vulnerable groups. Ensuring the needs of vulnerable groups, including those with learning disabilities, mental health issues, autism, older people and care leavers are considered in developing new housing supply. Producing a statement of housing opportunities for younger people. 			
3.3	<p>We will ensure that equality impact assessments are embedded in our decision-making and that they are meaningful and have used real data to inform us by:</p> <ul style="list-style-type: none"> Reviewing templates and guidance to make sure they are fit for purpose. Establishing a quality assurance process for Equality Impact Assessments. Deliver workshops on how to complete an Equality Impact Assessments. Ensuring that Equality Impact Assessments are published, available for scrutiny on the council's website. 	<p>Equality Impact Assessments routinely carried out and to a consistently high standard.</p> <p>Evidence that our Equality Impact Assessments. Inform service delivery and review.</p> <p>All Equality Impact Assessments are available online.</p>	All Services	On Going
3.4	Produce an annual report on the impact of budget proposals across the protected characteristics.	Annual report published online.	Corporate Head of Finance	29/02/22
3.5	<p>We will make sure we put accessibility at the heart of all we do by:</p> <ul style="list-style-type: none"> Including accessibility standards in our Customer Charter; and providing accessibility awareness training for relevant council staff. 	<p>All staff in customer awareness have had accessibility training.</p> <p>An agreed number of staff have attended training.</p>	Service Lead – Corporate Support and Service Lead – Human Resources	To be confirmed
EQUALITY PRIORITY FOUR – DIVERSE AND ENGAGED WORKFORCE				
NO.	ACTION	OUTCOME	LEAD OFFICER	TARGET DATE

APPENDIX 3

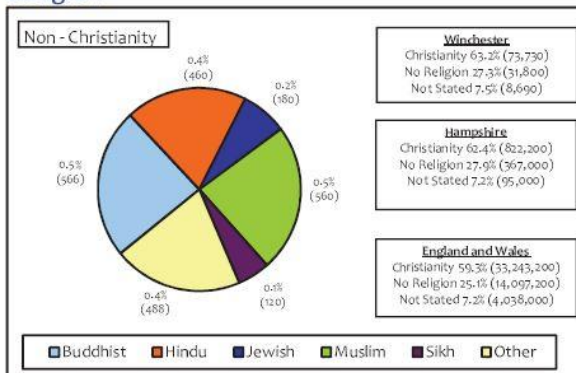
4.1	Implementation of the Health and Wellbeing Strategy.	Delivery of the actions in the plan.	Service Lead - Human Resources	31/10/22
4.2	Review our offer for staff mentoring and take-up from underrepresented groups.	Increased uptake of mentoring programme, particularly for staff from underrepresented groups.	Service Lead - Human Resources	31/10/22
4.3	Refresh HR strategy with a renewed focus on equality.	Delivery and implementation of new HR strategy.	Service Lead - Human Resources	31/10/22
4.4	Review our E&D based learning and development opportunities.	Refreshed offer that meets the needs of our staff.	Service Lead - Human Resources	31/10/22
4.5	Use the workforce diversity and gender pay gap data to work towards improving how representative our workforce is.	Workforce equalities data - % of protected characteristics groups reaching interview stage / employed.	Service Lead - Human Resources	31/10/22
4.6	Review the current performance indicators for equalities and inclusion in employment for the organisation. Aligns with HR Equalities and Inclusion in Employment action plan.	Performance indicators align with HR equalities and inclusion in employment action plan	Service Lead - Human Resources	31/10/22
4.7	Take steps to encourage declaration of staff equality monitoring data, particularly around disability through undertaking a promotional campaign to encourage staff to disclose their personal data.	Increase in number of people who declare equality information. Increase in number of people who declare a disability.	Service Lead - Human Resources	31/10/22
4.8	Undertake a review to understand how we perform in the attraction and retention of graduates and apprentices from communities with protected characteristics.	Better understanding of why people leave and what they move onto.	Service Lead - Human Resources	31/10/22

Hampshire County Council - Winchester district demographics

2011 Census Equality and Diversity Profile Winchester

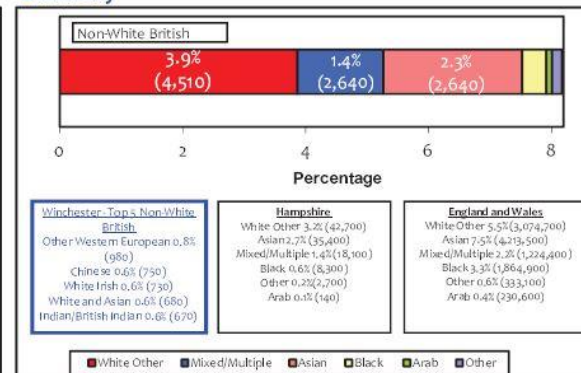


Religion



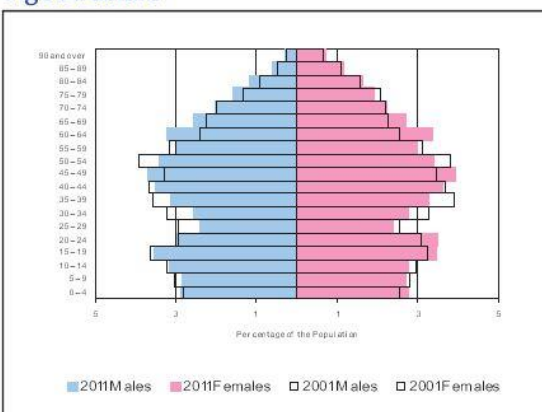
Christianity remains the largest religion in Winchester at 63.2%. Buddhist is the next biggest religion at 0.5% followed closely by Muslim (0.5%) and Other (0.4%). A large percentage said that they had no religion (27.3%), whilst 7.5% did not state any religion at all.

Ethnicity



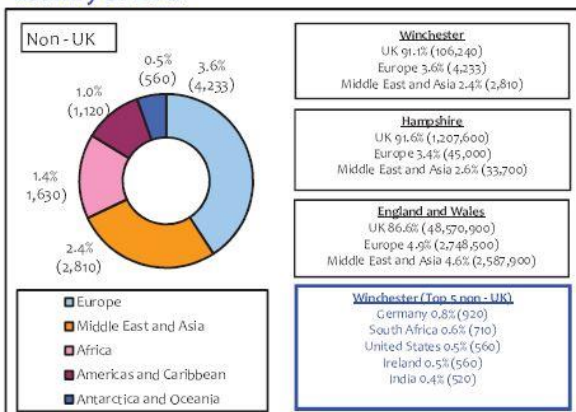
91.8% of Winchester's resident population are 'White - British'.¹ Those in other ethnic groups account for 8.2%. The ethnic group 'White Other' accounts for 3.9% including White Irish individuals, amongst others. The Asian ethnic group accounts for 2.3% encompassing Indian ethnicity, with others.

Age Structure



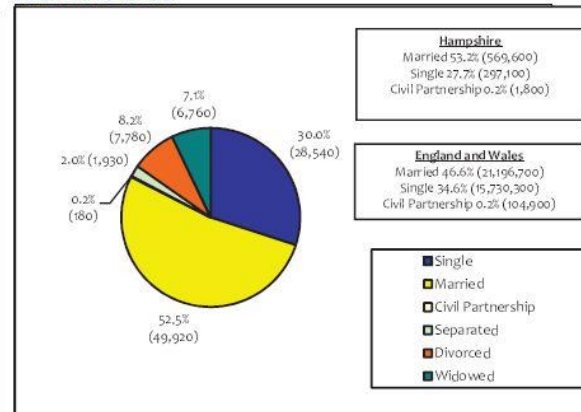
Between 2001 and 2011 there has been a decrease in the percentage of the working age population from 64.2% to 62.9%. There has been a particularly large decline amongst young adults aged 25-39 (from 19.5% to 16.6%).

Country of Birth



91.1% of Winchester's population were born in the UK. At 3.6% Europe is the next largest, including Germany and Ireland. The Middle East and Asia follows at 2.4% with India most prominent at 0.4%. Africa accounts for 1.4%, with South Africa at 0.6%.

Marital Status



52.5% of the population are married whilst 30.0% are single. Following the Civil Partnership Act of 2004, civil partnerships are now included. For Winchester they are 0.2%, the same as Hampshire and England and Wales. The proportion of widowed individuals stands at 7.1%.⁴