

REPORT TITLE: EQUALITY, DIVERSITY & INCLUSION – ANNUAL EQUALITY REPORT 2023/24

18 JULY 2024

REPORT OF CABINET MEMBER: CLLR BECKER – CABINET MEMBER FOR COMMUNITY AND ENGAGEMENT

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WARD(S): ALL

PURPOSE

The Equality Act 2010 requires public authorities to publish information to demonstrate their compliance with the Public Sector Equality Duty and its own equality duties.

Attached as Appendix 1 to this report is the Annual Equality Monitoring Report 23/24 which summarises the work undertaken across the council during the year demonstrating compliance with the requirements as set out in the Equality Act 2010.

The report also provides an update on the progress achieved against the LGA's Equality Framework for Local Government (EFLG).

RECOMMENDATIONS:

That Audit and Governance Committee:

1. Note the Council's self-assessment of achieving the 'developing' level of compliance against the LGA Equality Framework for Local Government
2. Notes the council's equality work undertaken during 2023/24 and notes the intention to work towards the 'achieving' standard of the framework.

IMPLICATIONS:

1 COUNCIL PLAN OUTCOME

Achieving equality, diversity and inclusion for all residents, employees, service users and visitors to the Winchester district is essential for the successful delivery of all priorities.

2 FINANCIAL IMPLICATIONS

Delivery of the council's equality duties have been met from existing budgets for each service, including training and there are no additional financial implications.

3 LEGAL AND PROCUREMENT IMPLICATIONS

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 Public Sector Equality Duty (PSED) is a duty on public bodies and others carrying out public functions.

This report is issued as part of our statutory duties under the Public Sector Equality Duty which requires public authorities to publish information at least once a year to show how they have complied with the equality duty.

To ensure continued compliance with our legal obligations, this report forms part of the annual workplan for the equality, diversity, and inclusion corporate workstream.

There are no procurement implications arising from the content of this report.

4 WORKFORCE IMPLICATIONS

No additional resources required.

5 PROPERTY AND ASSET IMPLICATIONS

None arising from the content of this report, however 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

Consultation on the content of the report has taken place with Executive Leadership Board (ELB) and the Cabinet member for Community and Engagement.

The Equality, Diversity and Inclusion Forum is provided with an update on the progress the council is making on equality issues at its quarterly meeting.

Included in the Listening Better briefing for parish councils in December, information was provided on the LGA's Debate not Hate campaign which was backed by the council earlier in the year.

7 ENVIRONMENTAL CONSIDERATIONS

There are no environmental implications arising directly from this report.

8 PUBLIC SECTOR EQUALITY DUTY

This report has been prepared to fulfil the council's requirements under the Public Sector Equality Duty and reports on the progress achieved during 2023/24 against the agreed Duties.

9 DATA PROTECTION IMPACT ASSESSMENT

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

Risk	Mitigation	Opportunities
Financial Exposure: Failure to comply with the Public Sector Equality Duty could result in additional costs of remedial work or delay of policy implementation; or the cost of legal challenge through Judicial Review.	The council, in the exercise of all its functions, has due regard to the Public Sector Equality Duty. All decision reports have a section highlighting the necessary considerations regarding the PSED. Equality impact assessments (EIAs) are used to systematically consider equality opportunities when making a decision and is a key mechanism that allows the council to understand and work with our communities.	None
Exposure to challenge: Failure to comply with the Public Sector Equality Duty could result in legal challenge through Judicial Review by the ECHR or dissatisfied persons / groups.		Non-compliance could lead to challenge and litigation.
Reputation: Failure to comply with the Public Sector Equality Duty could result in legal challenge through Judicial		Correct compliance results in due regard for all sectors of the community and enhances the council's reputation

Risk	Mitigation	Opportunities
Review which could cause reputational damage for the council.		
<p>Achievement of outcome: Failure to comply with the Public Sector Equality Duty could result in legal challenge resulting in decisions being quashed by the courts. Policy implementation could also be delayed.</p>		None.
Innovation		Innovative ideas and design maybe required to ensure compliance. Increased innovation leads to a more inclusive community which is at the heart of the PSED

11 SUPPORTING INFORMATION:

As a public sector organisation, the council has a statutory duty to ensure that equality and diversity are embedded into all its functions and activities as required by the Equality Act 2010.

11.1 The Equality Act 2010 introduced a Public Sector Equality Duty. This Duty includes the General Duty and the Specific Duties. The General Duty requires public bodies to consider how the decisions that they make and the services they deliver, affect people who share different protected characteristics. The General Duty has three main aims. It requires public bodies to have 'due regard' to:

- Eliminate discrimination, harassment, victimisation and any other conduct by the Act,
- Advance equality of opportunity between person who share a relevant protected characteristics and persons who do not share it,
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

11.2 This council's Public Sector Equality Duty (PSED) Policy was adopted by Cabinet at its meeting on 25 January 2022 (report CAB3331 refers).

To ensure transparency, as required by the Specific Duties in the Equality Act, the council has published on its webpages [Equality, Diversity & Inclusion - Winchester City Council](#) the following:

- Our equality objectives (updated at least every four years – next update due January 2026),
- Information to demonstrate our regard to people affected by our policies and practices in the form of equality impact assessments,
- Information on the general duty compliance with regard to our employees, this is reported in our annual Workforce Report,
- Publication of our pay gender gap data by 31 March. The 2023 report can be viewed on our website or by clicking [here](#).

In addition, the council has published a range of information from the Census regarding the equalities and protected characteristics.

- 11.3 To assist with our compliance of this duty, the Equality Monitoring Report 2023/24 is shown at Appendix 1 and presents a summary of the progress the council has made against the criteria of the LGA framework.
- 11.4 The Local Government Association Equality Framework for Local Government helps councils to deliver accessible, inclusive and responsive services to all customers and residents, including those in underrepresented groups. It also helps the council to provide equal opportunities for all staff and meet and exceed the requirements of the Public Sector Equality Duty.
- 11.5 The framework sets out four modules for improvement, underpinned by a range of criteria and practical guidance. The same four modules have been used in the Annual Equality Monitoring report, set out in Appendix 1:
- **Understanding and working with our community**
 - Collecting and sharing information
 - Analysing and using data and information
 - Effective community engagement
 - Fostering good community relations
 - Participation in public life
 - **Leadership, partnership and organisational commitment**
 - Political and officer leadership
 - Priorities and working in partnership
 - Using equality impact assessment
 - Performance monitoring and scrutiny
 - **Responsive services and customer care**
 - Commissioning and procuring services
 - Integration of equality objectives into planned service outcomes

- Service design and delivery
 - **Diverse and engaged workforce**
 - Workforce diversity and inclusion
 - Inclusive strategies and policies
 - Collecting, analysing and publishing workforce data
 - Learning, development and progression
 - Health and wellbeing
- 11.6 For each module there are three levels. Developing, Achieving and Excellent. An initial self-assessment by officers has concluded that the Council has achieved the Developing level across the four modules, with some areas meeting the Achieving standard. For example, the council performs particularly well on the following criteria:
- Workforce health and wellbeing
 - Community engagement
 - Fostering community relations
 - Inclusive strategies and policies
- 11.7 As noted by the report, key achievements during the year against the LGA Framework include:
- Introduction of a standardised template for equality impact assessments that are now being completed for all policy and service decisions and appended to the relevant Cabinet reports. Equality impacts from the assessment taken into consideration and reflected in the policy or service change.
 - Assessment of the impact on the council's Public Sector Equality Duty included in the main body of all committee reports.
 - Establishing a member led Equality, Diversity and Equality Forum, which meets quarterly to discuss equality issues across the district and provide a platform to hear evidence and lived experience of inequalities.
- 11.8 Appendix 2 shows the activities and actions required to move the council to achieving status in the next 24 months. Key actions include:
- Establishing a Social Value Framework where the social value of contracts can be measured and reported,
 - Gathering evidence that services are meeting the needs of a diverse community, and that take up of services is representative of the wider community,
 - Reviewing our engagement mechanisms and structures to ensure the council engages with all its communities when making decisions,

including those with protected characteristics who may otherwise be under represented.

- Ensuring information and data is analysed and used to support the assessment of local need and the setting of equality objectives.

11.9 Winchester City Council will work towards the Achieving level of the Equality Framework for Local Government over the two years. This will build on the strong foundations already implemented as part of Developing. Progress against this standard will be reported to the EDI Forum and Cabinet Member for Community and Engagement at regular intervals.

11.10 Specifically, the council will focus on the following goals:

- Ensuring that equality, diversity and inclusion principles are implemented consistently across the council and examples of best practice are shared across service areas. This will be achieved by designing and implementing an annual work plan and bringing together key council officers for regular meetings to ensure workstreams are complementary and avoid duplication.
- Continue to improve our approach to consultation and engagement with underrepresented groups, particularly young people. This will include developing our Consultation and Engagement Toolkit and guidance for officers.
- Improving the data we hold, including encouraging staff to disclose equality, diversity and inclusion information.
- Continuing to improve the accessibility of our website.

12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 Not applicable as the publication of publication of annual equalities report every four years is a statutory requirement under the Equality Act (2010).

BACKGROUND DOCUMENTS: -

Previous Committee Reports: -

CAB3331 Public Sector Equality Duty, 25 January 2022.

Other Background Documents: -

Local Government Association Equality Framework for Local Government.

APPENDICES:

Appendix 1: Equality, Diversity, and Inclusion Annual Report 2023/24

Appendix 2: Equality Framework for Local Government: Achieving action plan



Equality Monitoring Report 2023/24

Introduction

The council has a statutory duty under both the Equality Act and subsequent Public Sector Equality Duty to ensure that equality and diversity are embedded into all its functions and activities. As a public sector organisation, we must have 'due regard' to:

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

To ensure transparency, and to assist in the performance of this duty, the Specific Duties require public authorities to publish:

- equality objectives, at least every four years; and
- information to demonstrate their compliance with the public sector equality duty.

This annual Equality Monitoring Report is one way in which the Council is demonstrating its compliance with the duty. It aims to highlight how the council is working towards its equality objectives as set out below. It also outlines progress made above and beyond the legislation, utilising the best practice outlined in the Equality Framework for Local Government.

Equality objectives

To meet the requirements of the Equality Act, the council set out its equality objectives in the Public Sector Equality Duty Policy and grouped these under the following four performance areas:

Understanding and working with our communities

- Engaging directly with our residents 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, partnership and organisational commitment

- Having in place the structures with clearly identified roles and responsibilities to ensure that both members and officers can perform their equality 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

- Assessing all policies and services in order to identify any discrimination, unmet needs and opportunities to improve the delivery of services to specific groups of service users.

Diverse and engaged workforce

- 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.

These performance areas have been taken from the Local Government Association's Equality Framework for Local Government and are being used to benchmark our equality success.

Equality Framework for Local Government

The Equality Framework for Local Government (EFLG) is a voluntary scheme developed by the Local Government Association to help local authorities meet and exceed their legal equality requirements under the Equality Act. The most recent iteration of the framework is available on the LGA website [here](#).

The council has set a goal to achieve Excellence in the EFLG – the highest level of achievement. In order to meet this accreditation, an incremental programme has been established to move through the three levels of improvement – developing, achieving, and excellence. This year, the council has worked towards evidencing against the Developing level across all four modules. This began with conducting a self-assessment of our position against each criterion, identifying the areas in which further action was required, and working with officers across the council to action these areas.

Following this self-certification process, we are pleased to declare that the Developing Level of the Equality Framework for Local Government has been achieved.

The following pages outline some the key achievements of the council over the last 12 months, organised by the four modules of the Equality Framework for Local Government. To access the full Developing self-assessment report, please contact the Policy Team.

Progress against our equality objectives

Objective 1: Understanding and working with our communities

The council continues to use a range of engagement methodologies to involve residents and the importance of this is recognised in its Corporate Governance Statement and Council Plan priority to “listening better”. Examples of this include:

- Meet-and-greet events with our Central Winchester Regeneration development partner in community centres and with businesses located within the CWR zone, such as Kings Walk.
- Local “walkabout” sessions with our housing engagement team and neighbourhood services in key anti-social behaviour hotspots, often in tandem with partners such as the police.
- Award winning statutory local plan consultation.
- Online consultation platform with subject-specific consultations on topics such as the future of waste and recycling, engaging thousands of residents on specific issues.
- Refreshed approach to tenant engagement through the TACT (Tenants and Council Together) programme, such as utilising Tenant Champions within the retrofit project.
- Successful meetings of the Landlord Forum and Carbon Neutrality Open Forum.
- Ensuring the voice of Winchester district is heard within external consultations such as Hampshire County Council’s Future Services Consultation and the future of Winchester hospital by sharing invitations through social media and parish meetings, as well as compiling a council-led response.
- Utilising growing network of EDI contacts to receive feedback on specific issues such as community engagement and our review of polling places.

In addition, the council has increased its understanding of our communities by:

- Creating a Data Hub on the council intranet to bring together multiple sources of corporate data including EDI indicators, Census information and workforce demographics. All employees can access this information to inform policy, strategy, and equality impact assessments.
- Providing ward councillors to individual ward infographics that summarise the recent Census data and allow them to better understand any nuances of their local community.
- Producing a dynamic EDI data indicators document that brings together demographic data on protected characteristics of people who apply to job vacancies, those shortlisted to interview, our current workforce and how this compares to the wider district and our tenancy profile.

- Collecting additional EDI data as part of the Winchester Town Forum grants application scheme to ensure such grants continue to benefit the inclusion and wellbeing of local communities in our town centre – applicants are asked in their application form and end of grant report to detail how their activities have actively benefitted the groups within and beyond the protected characteristics.

Equality Impact Assessments (EIAs)

An equality impact assessment (EIA) is a way of systematically taking equality, inclusion and diversity into consideration when making a decision and is a key mechanism that allows the council to understand and work with our communities. With an established and effective EIA process in place for many years, consistency of assessments across the council has improved through use of a toolkit, policy, and guidance to help with completing the form in a way that robustly evidences necessary legal commitments. Furthermore, since January 2023, the Policy Team have reviewed all published EIAs to not only ensure consistency, but also to identify and action any overarching trends.

In the period April 2023 to March 2024, a total of 27 equality impact assessments were published on the council's website as part of committee, cabinet and council reports. This included significant assessments for projects such as the new Cultural Strategy, station approach masterplan, Licensing Policy and Housing Strategy.

Objective 2: Leadership, partnership, and organisational commitment

During 2023/24, the council has demonstrated leadership, partnership and organisational commitment to equality, diversity and inclusion through the following actions:

Equality, Diversity and Inclusion Forum

On the 22nd of June 2022, Cabinet approved to establish a members' Equality, Diversity and Inclusion Forum. The cross-party forum met for the first time in November 2022 and has continued to meet quarterly over the past year. Members have heard from a number of guest speakers during these sessions including from the EDI team at Peter Symonds College and the National Autistic Society and have begun to develop a network of organisations and connections with lived experiences of inequality across the district. The forum also provides an effective scrutiny function, having ensured the council kept up its momentum against the demands of the LGA Equality Framework and its associated action plan.

Debate not Hate

In tandem with the 2023 local elections, the council approved a motion in support of the Local Government Association's Debate not Hate campaign. This aims to encourage healthy debate in politics and actively challenge instances of intimidation, harassment, discrimination and abuse. Since approving this motion:

- Leaders of the local Conservative, Liberal Democrats and Green parties co-signed a statement in agreement with the campaign's key principles.
- Members and officers worked together to develop an action plan to provide wellbeing support during the local elections. This included working with the police to ensure a joined-up process for reporting threats and harassment.
- The Policy Team had conversations with each parish clerk to raise awareness of the campaign and ask if councillors had any concerns.

Violence Against Women and Girls

The council continues to work proactively as part of the Winchester Community Safety Partnership to monitor and reduce community tensions – a key requirement of the Equality Act. This has included committing to a city-wide strategy to reduce violence against women and girls.

Furthermore, the council has shown a commitment to reducing VAWG through councillors supporting White Ribbon Day and ongoing work to achieve accreditation from Domestic Abuse Housing Alliance (DAHA).

External communications

The council continues to share its commitment to equality, diversity and inclusion through its communication channels. For example, by encouraging staff to include their pronouns in email signatures to support the inclusion of transgender and non-binary individuals and displaying the Pride flag outside the Guildhall.

Furthermore, the council continues to work alongside local partners on specific EDI issues, playing an active role in group such as:

- Winchester District Older Persons Partnership
- Dementia Friendly Winchester initiative
- Winchester District Health and Wellbeing Partnership Board
- Social Inclusion Partnership
- Winchester City of Sanctuary

Case study:
Social Inclusion Partnership (SIP)

The Social Inclusion Partnership is a network of organisations across the Winchester District that come together to support those living with or experiencing social exclusion and co-create partnership-led solutions. Although initiated by the council, the partnership is not led by WCC and instead exists to bring together equal partners on equality, diversity and inclusion matters.

The Social Inclusion Partnership meets as a whole every quarter but is also separated into project-based sub-groups that meet more frequently to implement actionable goals. These include financial inclusion, health inequalities, digital inclusion, and food resilience. Current projects include developing a partnership with the NHS to launch a digital inclusion initiative and a research project into trans experiences of health care.

Objective 3: Responsive services and customer care

There are many examples of how the council is seeking to improve equality in the access to and delivery of its services:

- Proactively providing documents in alternative formats, including translating documents into Ukrainian and providing Easy Read versions of information such as Voter ID changes.
- Ensuring consultation and engagement activities are accessible for all residents, for example by providing paper copies of online surveys and developing Easy Read explanations of local plan proposals.
- Becoming a Dementia Friendly organisation, including encouraging all staff to complete an e-learning module.
- Working to ensure 100% completion rate of EDI training for employees and councillors, as well as supporting additional training opportunities in response to issues identified by employees e.g. autism awareness.
- Providing accessible buildings and sites through dedicated disabled parking bays, ramps at entrances and exits, power assisted doors, a hearing loop in the city offices reception and an accessible lift in both the city offices and Guildhall.
- Providing free of charge clinical waste collection service.
- Implementing accessible play equipment across sites such as Abbey Gardens, including a communication board and accessible swing.

- Committing to a Customer Charter that includes a commitment to Plain English.
- Council Tax exemption scheme for care leavers.
- Ongoing project to reduce levels of Digital Exclusion across the district, including supporting drop-in sessions and providing free Wi-Fi across all sheltered housing schemes.
- Providing alt-text on all council social media channels when posting images and enabling subtitles on committee meeting livestreams.
- Continuing to provide Disabled Facilities Grants
- Ongoing work to support all residents with the cost-of-living crisis, including providing free stagecoach travel to the Sports and Leisure Park and additional financial support for Citizens Advice.
- Signing the Armed Forces Covenant to continue to build on our relationships and support offered to local armed forces community.
- Working in partnership with the council's Reader's Panel to ensure any written work – such as policies and procedures – are accessible to all tenants and consider lived experiences of inequality.

Case study: Sports and leisure outreach programme

The council continues to work in partnership with local organisations to provide a range of sports and wellbeing opportunities to underrepresented groups such as women and girls, young people, those with long term health conditions, and people from areas of socioeconomic deprivation. Examples of initiatives they have continued to support over the last year include:

- Half Term sports activities for people aged 6-14, specifically targeted at young people in Stanmore, Winnall, Highcliffe, Wickham and Weeke.
- Regular disability tennis coaching at River Park aimed at children and adults with physical and/or learning disabilities.
- Winchester Wellbeing Walks programme across the district aimed at adults who are looking to improve their activity levels as well as addressing issues of loneliness, isolation, and mental health.
- Annual Paralympic Sport Event run in partnership with Winchester GoLD, University of Winchester and Everyone Active at Winchester Sport and Leisure Park. This gives adults with physical and learning disabilities the chance to take part in activities including football, cricket, yoga, dance, athletics, squash, swimming, and badminton.

The team also continue work in partnership with Everyone Active – the operators of both key leisure centres in the district – to deliver a joint [Community, Health and Wellbeing programme](#). This provides access to a high-quality, supervised exercise programme for people that suffer from, or at risk of developing chronic medical conditions and provides support to patients whose health could benefit from a more active lifestyle. This programme consists of a range of support for a variety of demographics including:

- Specialist classes for pulmonary, neurological, musculoskeletal and falls problems.
- Access to a specialist hydrotherapy pool.
- Dedicated classes, gym sessions and school's provision.

Objective 4: Diverse and engaged workforce

Over the past year, work has continued to ensure the council is a local employer of choice and provides an inclusive and welcoming environment for all.

Age Friendly Employer

In recognition of the value of its older workers, earlier this year the council became a signatory of the Centre of Ageing Better's Age Friendly Employer Pledge. As a result, the council is committed to hiring age positively, being flexible about flexible working, encouraging career development at all ages, ensuring everyone has the health support they need, and creating an age-positive culture in the workplace. We are now listed as an Age-Friendly employer on the [Centre for Ageing Better's website](#).

EDI in Employment Policy

The council recently updated its internal policies on equality, diversity and inclusion to reflect our commitment to fostering an inclusive, equitable and diverse workforce. This included an overarching EDI in Employment Policy as well as specific policies such as the Menopause Policy.

Supporting youth employment

The council continues to support the employment of young people through its successful work experience programme, apprenticeship opportunities and continued participation in the National Graduate Development Scheme.

Winchester District Jobs and Opportunities Fair

In partnership with Winchester Job Centre and partners such as Sparsholt College, Nationwide and Hampshire County Council, the council ran a successful jobs and opportunities fair for anyone wanting a change in their employment situation.

In addition, the council continues to:

- Report the composition of its workforce annually to Audit and Governance Committee.
- Manually collect data on ethnicity, religion, sexuality, gender and age at the recruitment stage to ensure we are applying a fair and consistent recruitment process.
- Utilise interview panels and standardised interview questions to ensure all candidates are judged fairly and equally on their competence.
- Publish and report on our Gender Pay Gap in line with government guidelines.
- Conduct an annual Staff Satisfaction Survey and analyse the results by protected characteristic.
- Support all staff through a range of health and wellbeing measures including Mental Health First Aiders, Domestic Abuse advocates and a contracted counselling service.
- Fulfil its requirements as a Disability Confident Employer by guaranteeing interviews for all disabled candidates that meet the essential criteria for a job.

Equality Framework for Local Government: Achieving Action Plan

The following table sets out the actions that the council will undertake over the next 2 years to reach the Achieving level of the LGA's Equality Framework for Local Government (EFLG).

Module	Criteria	Action
Understanding and working with your communities	Analysing and using data	Performance data is monitored against equality objectives and outcomes.
	Effective community engagement	There is evidence that underrepresented groups are increasingly involved in engagement work while not being over-consulted in any area.
	Fostering good community relations	Harassment and hate crimes are monitored and analysed regularly, with appropriate action taken.
	Participation in public life	The council is able to innovate and find new ways to encourage diverse participants in public life.
Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups		
Leadership, partnership and organisational commitment	Political and officer leadership	The council has adopted some of the key policies of the socio-economic duty when making decisions.
		The organisation and its staff are up to date with language and concepts and have the cultural competence and confidence to have difficult EDI conversations.
		The organisation has taken steps to counter negative stereotypes or dispel myths.
	Priorities and partnership working	There is a coherent, shared vision of equality for the local area which has been agreed by stakeholders including the voluntary and community sector.
		When working in partnership, the council looks beyond traditional partners and includes the voices of smaller organisations.
	Using equality impact assessments	Decisions around budget cuts and savings have taken account of cumulative impact.
Performance monitoring and security	The public and partners are enabled to monitor progress on equality issues.	
Responsive services and customer care	Integration of equality objectives	Resource implications of equality objectives have been properly assessed
	Service delivery and design	Data is collected to ensure service take up is representative of the wider community.

Module	Criteria	Action
Diverse and engaged workforce	Workforce diversity and inclusion	The workforce profile at all levels is more diverse compared to previous years.
		There are initiatives aimed at increasing workforce diversity in underrepresented areas of the council.
		There are career development and retention strategies for under-represented groups into management roles.
	Inclusive policies and strategies	Staff and managers are helped to discuss sensitive issues such as race, gender identity and religion (e.g., through toolkits, training, and guidance documents).
		There is evidence that discipline, grievance, and capability procedures are not disproportionately being applied to staff from protected groups.
		There are processes in place to address and monitor specific complaints of staff from protected groups about issues like micro-aggressions.
		Staff-led equality networks have been established.
		Collecting, analysing and publishing workforce data
	There has been success in encouraging staff to disclose equality information and there are no significant gaps in employee data.	
	Learning, development and progression	There is a learning and development strategy that supports the progression of under-represented groups and supports members and officers to achieve equality objectives.
		Management and individual appraisals include specific equality objectives.
		Employees are confident that they can deliver services to diverse customers.
	Health and Wellbeing	Managers are trained on mental health awareness and are equipped to address staff issues.
Staff from protected groups report a safe working environment which supports their wellbeing.		