

# Public Document Pack



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PUBLIC

To: Members of Improvement and Scrutiny Committee - Resources

Wednesday, 20 September 2023

Dear Councillor,

Please attend a meeting of the **Improvement and Scrutiny Committee - Resources** to be held at **2.00 pm** on **Thursday, 28 September 2023** in The Council Chamber, County Hall, Matlock, DE4 3AG, the agenda for which is set out below.

Yours faithfully,

A handwritten signature in black ink that reads 'Helen E. Barrington'.

**Helen Barrington**  
**Director of Legal and Democratic Services**

## **AGENDA**

### **PART I - NON-EXEMPT ITEMS**

1. Apologies for Absence  
To receive apologies for absence (if any)
2. Declarations of Interest  
To receive declarations of interest (if any)
3. Minutes

To confirm the non-exempt minutes of the meeting of the Improvement and Scrutiny Committee – Resources held on 11 May 2023

4. Public Questions (30 minute maximum in total) (Pages 1 - 2)

(Questions may be submitted to be answered by the Scrutiny Committee, or Council officers who are attending the meeting as witnesses, on any item that is within the scope of the Committee. Please see the procedure for the submission of questions at the end of this agenda)

5. Equality, Diversity & Inclusion Strategy - Annual Performance Report and Refresh of the Strategy

PUBLIC

**MINUTES** of a meeting of **IMPROVEMENT AND SCRUTINY COMMITTEE - RESOURCES** held on Thursday, 11 May 2023 at Council Chamber, County Hall, Matlock.

## **PRESENT**

Councillor S Swann (in the Chair)

Councillors A Clarke (substitute member) M Ford (substitute member) M Foster, J Innes, W Major (substitute member) D Muller, D Murphy, and B Woods (substitute member).

Apologies for absence were submitted for Councillors J Barron, R Ashton, J Dixon and A Hayes.

### **1/23 DECLARATIONS OF INTEREST**

There were no declarations of Interest

### **2/23 MINUTES**

**RESOLVED** that the minutes of the meeting of the Improvement & Scrutiny Committee – Resources held on 1 December 2022 be confirmed as a correct record and signed by the Chairman.

### **3/23 PUBLIC QUESTIONS**

#### **Question from D Ingham:**

As a former officer and member of the public I continue to affirm the importance of transparency within the Council. I note the following Reports and contents within to Full Council on 02-11-22 (Devolution Deal), 15-02-23 (Reserves Position and Revenue Budget 23/24), 22-03-23 (Devolution Deal and Refreshed Service Plans). I also note the report to Audit Committee on 21-03-23 (Performance and Budget Monitoring)

I note the lack of specific reference to any monies/provisions being required to support the EMCCA proposals in these reports (e.g. Financial and HR), along with those arrangements apparently in place to actually identify and report on costs/budget demands such as these – e.g. Service Plans ref CP16.

Given the situation and having a regard for officers asking the Cabinet

Member to approve under half a million pounds of funding on 18-04-23 why was this need not identified and highlighted before by officers, when did the scoping of these costs actually begin to take place and who was involved and aware?

This is especially important to clearly understand given within the consultation feedback respondents were concerned about EMCCA proposal costs and this was reported as such to Full Council.

**Response :**

The Devolution Deal will deliver a huge range of financial and non-financial benefits to the region – not least the £38m p.a. investment pot, long-term funding for transport and an Adult Education Budget as well as in-year funds for housing and net zero. The report to Full Council of 22 March 2023 sets out the fact that there is an *'ongoing need for enabling activities from the Constituent Councils to continue pending Government approval'*. The report of 18 April 2023 makes an allocation from our Feasibility Reserve based on cost-estimates made by officers, with the funds being drawn down as required following further decisions by the Managing Director in consultation with the Section 151 officer. As the report states, we are anticipating significant capacity funding from Government to pay for activity to pave the way for the EMCCA, but this funding is not yet in place.

As early as 7 April 2022, the Managing Director reported to Cabinet on work taking place to pursue the Devolution Deal, with the report stating *'In order to progress the securing of a County Deal for Derbyshire and Derby by Autumn/November 2022 a programme team will be required. Funding to meet the costs of the programme team will be met from the Council's Feasibility Reserve'*

All costs incurred to date have been properly approved and accounted for within the financial regulations of the County Council and will continue to be so.

**Supplementary Question :**

On 07-12-22 there was an online Devolution Engagement event.

The second public question concerned costs as it was stated that council tax wouldn't increase to cover admin/governance costs. There was no mention however of an initial 2 million still being needed.

On 15 -02-23 there was the Revenue Budget Report.

Appendix 5 identified service pressures following extensive senior cross-

departmental review/challenge. This included, Leadership Development £300,000, Vision Derbyshire £87,000, Flare Database £46,000, Food Safety Enforcement - of just £19867.

Devolution was mentioned on page 44 but only in terms of opportunities - no financial risks/costs.

In Budget Consultation results - page 7 Focus Group participants felt the need for more transparency/better explanation of decisions to residents/communities.

However, the Feasibility Reserve Fund has taken money off the grid.

I'm not suggesting that if these Devolution costs had been highlighted the consultation responses would have differed in number/content – but clearly nobody can now know.

The Devolution report on 02-11-22 Appendix 1 page 8 referenced returning back to Full Council on costs, "if necessary". Clearly it was decided unnecessary despite costs not having been highlighted anywhere for the public.

What do officers now consider should have been done differently for transparency sake?

**Response:**

I don't believe that anything should have been done differently.

As stated in my initial response, on 7 April 2022, the Managing Director reported to Cabinet on work taking place to pursue the Devolution Deal, with the report stating 'In order to progress the securing of a County Deal for Derbyshire and Derby by Autumn/November 2022 a programme team will be required. Funding to meet the costs of the programme team will be met from the Council's Feasibility Reserve'

If agreed, the Devolution Deal will deliver a huge range of financial and non-financial benefits to the region that will far outstrip any expenditure made.

4/23

**CALL IN: APPROVAL OF ALLOCATION FROM THE FEASIBILITY RESERVE FOR THE SETTING UP COSTS FOR THE EAST MIDLANDS COUNTY COMBINED AUTHORITY**

The Committee was asked to consider a call-in in respect of the decision

taken by Cabinet Member for Corporate Services and Budget to approve the allocation of £0.480m from the Feasibility Reserve to support development on the next stages of the East Midlands County Combined Authority (EMCCA).

On 18 April 2023 the Cabinet Member for Corporate Services and Budget considered a report of the Executive Director Place and agreed:

- a) To approve an allocation of £0.480m from the Feasibility Reserve in order to support the development of the next stage of the EMCCA.
- b) To delegate to the Managing Director, in consultation with the S151 officer, approvals and management of expenditure within this amount.

A copy of the report considered by the Cabinet Member was attached at Appendix 3 to the report.

In accordance with the provisions of the County Council's Constitution, Councillors Joan Dixon, Ruth George, Philip Rose, and Alex Stevenson have asked that the decision be called-in and considered by this Committee.

The call in had been requested on the basis that the decision breaches Articles:

- 7.2 (c) proportionality (i.e. the action must be proportionate to the desired outcome);
- 7.2 (f) a presumption in favour of openness;
- 7.2 (g) clarity of aims and desired outcomes.

The principal objections, as given in the call-in notice, were stated as follows:

*"On 22nd March 2023, a report went to Full Council (Agenda item 8) with regards to the proposed Devolution Deal for the EMCCA. In Appendix 1, the financial implications of the decision are addressed (page 48.) It states that "there will be an ongoing need for enabling activities from the Constituent Councils to continue pending Government approval and receipt of capacity and other funding." There is mention of government capacity funding for enabling activities and also that the investment funding of £38m can be used to meet the costs of enabling activities, if the capacity funding is insufficient to meet such costs. At no point in the report is there any reference to any monies required from the County Council - so elected members would not*

*think the decision would place a financial burden on the County Council.*

*The decision taken on 18th April 2023 comes less than a month after that meeting and the majority of elected members were not sighted that the decision they had made previously would now mean there were £0.480m worth of financial implications for the county council as a result of the decision made on 22nd March. The amount of approval at £0.480m comes just below the level of funding needed for this decision to be made at Cabinet and in public. It was not done in an open and transparent way.*

*The report is not clear how much of the burden of the costs for enabling activities falls on DCC in comparison with the other three Unitary authorities, so the proportionality of the level of financial input between the four authorities is not clear."*

Councillors Dixon, George and Rose attended the meeting and were invited to address the committee as to why they considered the Council's decision making principles to have been breached as raised in the signed Call – In Notice lodged with the Monitoring Officer and detailed above.

Councillor Dixon focussed on proportionality, openness and Transparency and the outcome and desires as detailed in the Call -In notice.

Councillor George echoed these comments adding that the papers that went to public consultation and full council did not make clear the cost implications and that £0.5m could be spent on so many other areas/services that desperately needed resources. She also referred to their being no transparency of how it would be funded and what the contribution from the other authorities would be. She also asked how would it be administered who was making the payments.. She concluded by saying that there were so many questions relating to clarity, transparency and accountability.

Councillor Rose echoed his colleagues comments and questioned what proportion of funds had been allocated to this process from the feasibility reserve set up in April 2022.

There were no questions from committee members at this point.

Councillor Spencer, Cabinet Member for Corporate Services and Budget addressed the committee a follows :

I would ask the Committee to uphold that the decision-making principles of this Council were met when I took the decision to approve allocation of

the feasibility reserve

Let me start by being clear about what this decision is – namely, the allocation of funds within an existing reserve when those funds are required and only then on the basis of further delegated decisions by the Managing Director in consultation with the Section 151 Officer

This is a technical decision which will enable the efficient expenditure of funds, only when required, for the purpose of implementing a decision properly taken by Full Council on 22 March this year

The need for the use of these funds and specifically, the use of the Feasibility Reserve, was first set out in a decision by Cabinet on 7 April 2022 when the report of the Managing Director stated – *‘In order to progress the securing of a County Deal for Derbyshire and Derby by Autumn/November 2022 a programme team will be required. Funding to meet the costs of the programme team will be met from the Council’s Feasibility Reserve’*

More recently, the Full Council decision of 22 March 2023 set out *‘an ongoing need for enabling activities from the Constituent Councils to continue pending Government approval and receipt of capacity and other funding’*

The recent decision is therefore rooted in the context of:

Firstly, historic use of the Feasibility Reserve for activity to secure our Devolution Deal.

Secondly, the clear statement that there will be an ongoing need for these activities before capacity and other funding is received.

These activities will need to be paid for. Given the timing of the receipt of capacity funding is currently not certain – we have taken the perfectly sensible decision to set aside funds from the Feasibility Reserve for this purpose.

I will now address the specific reasons on which the latest decision has been called in:

Firstly *‘At no point in the (22 March) report is there reference to any monies required by the County Council’* – in fact the report is clear that there is an *‘ongoing need for enabling activities from the Constituent Councils to continue pending Government approval’*

Secondly, *‘The decision taken on 18 April (to allocate the Feasibility*



Reserve) comes less than a month after the (22 March) meeting'. The 22 March report was taken by all four top tier authorities in a standard way, in order to enable the joint presentation of a devolution proposal to Government. The 18 April was a report taken by Derbyshire County Council independently. The other authorities will be taking in their own funding decisions in accordance with their constitutions as they deem appropriate

Thirdly, 'The amount of approval at £0.480m comes just below the level of funding needed for this decision to be made at Cabinet'. This is the amount that officers estimate will be required to meet our commitments over the coming months – although future capacity funding may enable us to recoup this outlay. Our financial regulations enable this decision to be made, perfectly properly, by a Cabinet Member on the basis of a published report.

Finally, 'the report is not clear how much of the burden of costs for enabling activities falls on DCC in comparison with the other three authorities'. We are working on the basis of partnership and all four authorities have devoted significant resources and time to the Devolution Deal. We anticipate that this will continue and a number of specific costs will be specifically shared equally (for example costs of external consultancy and advice). We will be monitoring resource commitments by all four authorities to support fairness and transparency within this partnership. However, the full set of costs has not been calculated and allocated as yet.

Hence the reason why our decision ear-marks funding and requires further decisions to spend it.

On this basis, I would ask the Committee to reject any notion that our decision-making principles – of proportionality, a presumption in favour of openness and clarity of aims – have in any way been breached.

Councillors were invited to comment:

Councillor Innes felt it was a shame that the procedure didn't allow for questions to be asked but would like to know what other authorities were doing and has the Feasibility revenue been used. There was no openness and I don't think it's a good deal for Derbyshire taking politics away from it it's a terrible thing as £0.5 million could be better used on many things.

Councillor Clarke commented that from a transparency perspective it was not explicit as to what was being required from DCC funds and what other costs were forthcoming.

Councillor Woods commented as to why it couldn't have been included in the Full Council Papers.

Councillor Ford commented that the wider benefits for the area were clear to see and would outweigh any expenditure.

The Chairman asked each member in turn to state whether they considered the decision making principles identified in the Call- In Notice were, or were not breached giving reasons,

Cllr Major - No breach as the rules had been properly followed in setting up Feasibility reserve and the amount approved was below the limit for the need for Cabinet decision and it was not unusual for spending being required before final decisions being made.

Cllr Ford – No breach, decision making principles properly followed and huge benefits to the area

Cllr Foster – No breach; decision making principles properly followed

Cllr Innes - Breached due to lack of openness and no favourable outcome for Derbyshire

Cllr Clarke – Breached due to lack of openness and transparency

Cllr Murphy - No breach, decision making principles properly followed

Cllr Muller - No breach, decision making principles properly followed

Cllr Woods - Breached, transparency issues and openness

The Chairman stated that he also believed that there was no breach and the decision making principles had been properly followed.

**RESOLVED** that the decision made by the Cabinet Member for Corporate Services and Budget on 18 April 2023 and identified in the Call In Notice, did not breach the decision-making principles set out in Article 7.2 (c), (f) and (g).

5/23

**INTEGRATION BETWEEN THE PLACE HIGHWAYS MANAGEMENT SOLUTION (ALLOY) AND THE CORPORATE CUSTOMER RELATIONSHIP MANAGEMENT SOLUTION (GRANICUS)**

Neil Bennett, Place, attended the meeting and provided members with a

presentation to compliment the summary of the lessons learned report presented to the Portfolio Direction Group (PDG) on 4 April 2023 concerning the integration between the Place highways asset management solution (Alloy) and the corporate customer relationship management solution (Granicus), which had been circulated in advance of the meeting.

The Confirm system had been the Highways ICT solution in its latest form since its last procurement in 2014. Its functionality had included the end to end management of all the Highways enquiries (or services) and some wider Place enquiries, the management of the highway assets and the works ordering/jobs processing system.

Following the approval of the Channel Shift (now Customer Experience) programme by Cabinet in March 2020 a Customer Relationship Management system was procured with the intention of giving the council a single view of the customer and enabling the delivery of complex and varied service to residents across Derbyshire. This provided Highways with an opportunity to procure a new asset management and works ordering system (Alloy) due to the corporate CRM system Granicus Firmstep being intended to undertake the management function of all the Highways enquiries. As a key customer, Highways was consulted in helping to develop requirements and the benefits case whilst the Channel Shift team developed the specification for procurement and ultimately the Contract ready for implementation.

During the implementation of Phase 1 of the CRM with Highways a number of issues with the functionality of the Granicus Firmstep system were identified, including its ability to effectively replace the existing Confirm enquiry system and its capability to integrate with the current Confirm system and the new asset management system Alloy. These issues were presented to PDG on 12 September 2022 and a solution approved on 1 November 2022.

At the request of PDG a lesson learned review of the integration between Alloy and Granicus Firmstep was commissioned and undertaken by the Place Department IT Senior Relationship Manager. This was completed and presented to PDG on 4 April 2023.

The lessons learned review findings were that the challenges with integration between the systems were due to:

a) **Granicus Firmstep system capability.** The product had a lack of complex fault and case management functionality, required to deliver the volume and complexity of the Highways requirements for enquiry management. Therefore the efficiencies and improvements (benefits) in

customer experience, improved reporting and business intelligence could not be realised as intended. The product offers fewer and less well-developed options for integration with other systems due to the products relative age in comparison to more recently developed solutions. Concerns were only raised by the Highway Service at implementation stage when training had been provided on the system. This was unlikely to be unique to Highways and may be experienced by other areas of service delivery, albeit the complexity of activity within Highways service delivery meant that the issues were exacerbated.

**b) Complexity of the configuration of the Granicus solution.** Officers experience was that the configuration was more complex and less flexible than anticipated. The model adopted by Customer Experience of each service area to able to create, edit and maintain the system for their service area following training supplied through Customer Experience along with technical support from ICT services. However, in order to configure the system officers required a level of technical ability and service areas did not hold the resource expertise to implement (with the exception of Highways), and therefore had to rely and find additional funding to procure Granicus consultants to complete the work. This had led to a slower than planned implementation and multiple instances of templates for similar processes and configurations being overwritten for some areas of the business by mistake.

The lesson learned review concluded the following:

- a) There was a failure to understand the system capabilities from both an ICT and business perspective during the procurement process and;
- b) A distributed model for implementation for configuration has not been effectively managed, funded or resourced.

The lessons learned report highlighted a number of recommendations as follows:

- a) Requirement of programme and project governance to meet both corporate and service specific requirements through clarity about solution design to meet business and service need.
- b) Integration risks should be identified and managed as part of the ICT strategy.
- c) Requirement for solutions design capacity to ensure that essential capabilities are correctly identified to be delivered and the complex service and business area requirements can be met.

d) Requirement for corporate management and change control over the implementation of the Granicus solution through a centralised resource.

Members were given the opportunity to make comments or ask questions which centred around the integration of the two systems; the need for the system to be simple and user friendly to both elected members and the public once it was fully live; and indications of when the system would be available, which were duly noted or answered by the officers.

The Chairman on behalf of the Committee thanked Mr Bennett for the update report and agreed that a further update report be submitted at a future meeting regarding the overall Channel Shift Programme and how the integration of the Highways system was progressing.

**RESOLVED** to note the overview information, challenges and lessons learned that were detailed in the report.

The meeting finished at 1.00 pm

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## **Procedure for Public Questions at Improvement and Scrutiny Committee meetings**

Members of the public who are on the Derbyshire County Council register of electors, or are Derbyshire County Council tax payers or non-domestic tax payers, may ask questions of the Improvement and Scrutiny Committees, or witnesses who are attending the meeting of the Committee. The maximum period of time for questions by the public at a Committee meeting shall be 30 minutes in total.

### **Order of Questions**

Questions will be asked in the order they were received in accordance with the Notice of Questions requirements, except that the Chairman may group together similar questions.

### **Notice of Questions**

A question may only be asked if notice has been given by delivering it in writing or by email to the Director of Legal Services no later than 12noon three working days before the Committee meeting (i.e. 12 noon on a Wednesday when the Committee meets on the following Monday). The notice must give the name and address of the questioner and the name of the person to whom the question is to be put.

Questions may be emailed to [democratic.services@derbyshire.gov.uk](mailto:democratic.services@derbyshire.gov.uk)

### **Number of Questions**

At any one meeting no person may submit more than one question, and no more than one such question may be asked on behalf of one organisation about a single topic.

### **Scope of Questions**

The Director of Legal Services may reject a question if it:

- Exceeds 200 words in length;
- is not about a matter for which the Committee has a responsibility, or does not affect Derbyshire;
- is defamatory, frivolous or offensive;
- is substantially the same as a question which has been put at a meeting of the Committee in the past six months; or
- requires the disclosure of confidential or exempt information.

## **Submitting Questions at the Meeting**

Questions received by the deadline (see **Notice of Question** section above) will be shared with the respondent with the request for a written response to be provided by 5pm on the last working day before the meeting (i.e. 5pm on Friday before the meeting on Monday). A schedule of questions and responses will be produced and made available 30 minutes prior to the meeting (from Democratic Services Officers in the meeting room).

It will not be necessary for the questions and responses to be read out at the meeting, however, the Chairman will refer to the questions and responses and invite each questioner to put forward a supplementary question.

## **Supplementary Question**

Anyone who has put a question to the meeting may also put one supplementary question without notice to the person who has replied to his/her original question. A supplementary question must arise directly out of the original question or the reply. The Chairman may reject a supplementary question on any of the grounds detailed in the **Scope of Questions** section above.

## **Written Answers**

The time allocated for questions by the public at each meeting will be 30 minutes. This period may be extended at the discretion of the Chairman. Any questions not answered at the end of the time allocated for questions by the public will be answered in writing. Any question that cannot be dealt with during public question time because of the non-attendance of the person to whom it was to be put, will be dealt with by a written answer.





**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**IMPROVEMENT AND SCRUTINY COMMITTEE - RESOURCES**

**THURSDAY, 28 SEPTEMBER 2023**

**Report of the Interim Director of Organisation Resilience, People and Communications**

**Equality, Diversity & Inclusion Strategy – Annual Performance Report and Refresh of the Strategy**

**1. Purpose**

- 1.1. To present the Equality, Diversity and Inclusion Strategy Progress Report for 2022/23 and to outline proposals and timescales for the refresh of the Council's Equality, Diversity and Inclusion Strategy.

**2. Information and Analysis**

- 2.1 The Council's current Equality Diversity and Inclusion Strategy was previously discussed by Resources Committee on 3 March 2022 prior to adoption by Cabinet on 10 March 2022. At its meeting on 3 March 2022, it was agreed that an annual progress report would be brought back to the Committee for discussion and consideration.
- 2.2 The Council's EDI Strategy 2022-2025, sets out the Council's vision and values for equality, diversity and inclusion identifying five key priorities to focus future effort across the authority:
- Create a diverse and confident workforce
  - Ensure fair access to employment, skills, and business support
  - Engaged communities able to influence decisions
  - Healthy and supported people
  - Safe and inclusive places for everyone

- 2.3 The Strategy contains a Delivery Plan consisting of a number of one, two and three-year deliverables and a number of success measures to monitor progress. A workstream for each of the five key priorities was established and identified Lead Officers meet regularly.
- 2.4 As set out in the Strategy, progress against the measures and deliverables in the EDI Strategy is considered on a six-monthly basis by the EDI Board and Corporate Management Team. The purpose of this report is to provide an end of year update on progress made during the implementation of the Strategy in its first year. The focus of the current update is on the additional activity undertaken between April 2022 – March 2023 against the identified actions contained in the Strategy for completion by end of year.
- 2.5 **EDI Strategy Annual Progress**  
Generally, as outlined in the annual report attached at Appendix 2 for consideration, positive progress has been made against deliverables identified for completion during year one against all five priorities.
- 2.6 Significant progress has been made in relation to employee engagement and the development of diversity activities and learning opportunities for employees, with the delivery of EDI induction training and the hosting of a wide variety of events to help raise awareness and celebrate diversity. The relaunch of employee networks has further helped to improve engagement and support co-production. Analysis has also commenced in relation to workforce metrics and to begin identifying potential strategies for improving workforce diversity.
- 2.7 A number of projects within the Engaged Communities priority are also progressing as planned, including the development of a new portal to support the Council in developing and tracking progress on Equality Impact Assessments (EIAs), which is due to go live in Autumn 2023. Work has also taken place to review the use and need for interpreting and translation services and this is moving on to examine future procurement options. Work has commenced to develop an improved approach towards equality data to establish corporate guidance for the organisation on equality monitoring and the use of data.
- 2.8 The Safer Places for Everyone workstream has made good progress in relation to the procurement of domestic abuse services and the Armed Forces public sector duties. The major growth in work for the Council's resettlement team because of Government schemes to support people from Afghanistan and latterly the Homes for Ukraine Scheme was not anticipated when the Strategy was being developed in 2021 and this is likely to feature as a priority going forward.

- 2.9 Despite good general progress, some workstreams have experienced challenges in terms of progressing a small number of deliverables that were included in the Strategy. In particular, the Healthy and Supported Communities workstream has identified that a number of deliverables, such as those for addressing inequalities in health have been unrealistic in light of the ongoing pressures on health and social care arising out of the pandemic. The Healthy and Supported Communities priority has a significant number of health deliverables and more work needs to be done to ensure inclusion of deliverables for Children's Services and Adult Social Care identified in the recently developed strategies for those service areas.
- 2.10 Priorities identified by the Employment and Skills workstream have proven difficult to deliver due to the disparate nature of work across the Council and a lack of clarity on how this should differ to day-to-day activity or regional programmes. The strategy for Disability Employment has been delayed, and this would constitute a major part of workstream activity.
- 2.11 As making progress in relation to equality, diversity and inclusion is an important aspect of the Council's business, and helps it meet the Public Sector Equality Duty, having feedback from this Committee would be useful, and assist in work to refresh this Strategy.
- 2.12 Alongside the development of the end of year report, a review of the Strategy has commenced to ensure it remains fit for purpose. This will ensure that the Strategy reflects developments affecting the Council and residents ensuring we have the appropriate balance of both internal and external priorities when considering EDI.
- 2.13 Next Steps – Refresh of the Equality Diversity and Inclusion Strategy**
- A timetable has been developed for refreshing the EDI Strategy to ensure improved synergy with Council Plan objectives and to respond to the changes affecting the Council and its communities, with the aim of completing and adopting a new strategy by May 2024. It is proposed that the new Strategy will then run until the end of March 2027 with an annual review taking place each year to reflect key developments.
- 2.14 The review of the Strategy will commence in September 2023 with the aim to:
- Redefine the organisation's vision and priorities in relation to EDI, both internally and externally, and when considering the organisation's statutory obligations and organisation culture.

- Include an updated context following the release of the Census 2021 providing a more recent and detailed picture of diversity across the Derbyshire population
- Review the workstreams approach and ascertain whether they remain relevant, along with the “deliverables” or individual actions outlined for the remaining two years
- Aligned to the above, clarify which elements of employment and skills related activity should be prioritised for inclusion in the EDI Strategy
- Capture key developments in Adult Social Care, Childrens Services, Modern Ways of Working and the introduction of the Council’s new transformation approach
- Consider what constitutes feasible action in relation to the make-up of the workforce, given the current challenges within the job market and the rate of change which can be achieved, even with positive action initiatives in place
- Reflect upon, and support, activities which will support people struggling with the Cost-of-Living pressures
- Highlight any challenges with regard to resources and/or the delivery of the approach across the authority
- Better engage senior leaders and Elected Members from all parties on EDI developments and the ongoing development of the strategy over the coming period.
- Engage service departments more effectively in the ongoing delivery of the strategy.

2.15 This will take place through a process which:

- Engages leaders and departments to shape the Council’s future vision, priorities and objectives in relation to EDI
- Results in focused EDI objectives which are capable of delivery and progress within the lifetime of the Strategy
- Helps ensure buy-in and the commitment of resources to deliver agreed objectives
- Engages and informs stakeholders of changes in direction or priorities
- Ensures effective governance arrangements are in place to support council priorities moving forward
- Results in a new EDI Strategy being in place from May 2024.

2.16 The review will include discussions with senior officers, including the Corporate Management Team (CMT) and Departmental Management Teams (DMTs), members of the existing EDI workstreams including the employee network groups and EDI Board leads, the Joint Trade Unions and Elected Members, with their feedback being used to shape a first draft early in January 2024.

- 2.17 In addition, on 12 July 2023, Full Council heard a Motion entitled Diverse Councillor Declaration and requested that the Motion is referred to Cabinet to consider the approach the Council might take to consider the Motion. The motion is due for consideration by Cabinet on 21 September 2023, recommending a cross party working group to be formed to discuss and debate the wide-ranging aspects outlined within the motion. Any recommendations from the cross-party working group will be considered further by Cabinet and where relevant within the refreshed EDI strategy.
- 2.18 Internal and external consultation is also planned so that a final draft can be presented for consideration by Cabinet in May 2024.
- 2.19 There is an opportunity for this Committee to highlight any areas of equality, diversity and inclusion activity that it believes the Council should have a focus upon moving forward. This could include specific areas of inequality or discrimination, services where equality of opportunity should be an important golden thread running through the delivery of a service or function, or a matter relating to the functioning of the Council or the role of Elected Members.
- 2.20 It is further proposed that an update is presented to this Committee on 29 February 2024 to consult on a draft of the refreshed EDI Strategy.

### **3. Consultation**

- 3.1 Not applicable at this stage however as outlined within the report, extensive consultation is planned as part of the EDI Strategy refresh.

### **4. Alternative Options Considered**

- 4.1 The Council could decide not to refresh the strategy now and continue with the existing strategy. However, this is not recommended as it is timely to ensure the strategy remains current and fit for purpose.

### **5. Implications**

- 5.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

### **6. Background Papers**

- 6.1 Equality Diversity and Inclusion Strategy 2022 – 2025: <https://democracy.derbyshire.gov.uk/documents/s13530/Equality%20Diversity%20and%20Inclusion%20Strategy%202022-25.pdf>

## **7. Appendices**

7.1 Appendix 1 - Implications.

7.2 Appendix 2 – Equality Diversity and Inclusion Strategy 2022 – 2025:  
Annual Progress Report April 2022 – March 2023.

## **8. Recommendation(s)**

That the Committee:

- a. Note the contents of the report and the attached annual EDI progress report attached at Appendix 2.
- b. Highlight any areas of opportunity and/or concern they have in relation to equality, diversity and inclusion that Members believe need to be considered when developing the refreshed strategy.
- c. Consider how it would like to be involved in the refresh of the EDI Strategy and discuss how Elected Members could further assist with the refresh and any potential future actions.

## **9 Reason for recommendations**

9.1 Elected Members play a key role in helping the Council to meet the public sector equality general duties through decision-making, the setting of policy and priorities for the Council, and as local representatives within their respective communities and leaders for those communities.

<b>Report Author:</b>	<b>Pete Buckley,</b> <b>John Cowings,</b> <b>Sarah Eaton</b>	<b>Contact details:</b>	<b>pete.buckley@derbyshire.gov.uk,</b> <b>john.Cowings@derbyshire.gov.uk,</b> <b>sarah.eaton@derbyshire.gov.uk</b>
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## **Implications**

### **Financial**

1.1 None.

### **Legal**

2.1 The [Public sector equality duty](#) came in to force in April 2011 (s.149 of the Equality Act 2010) and public authorities are required, in carrying out their functions, to have due regard to the need to achieve the objectives set out under s149 of the Equality Act 2010 to:

- a. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- b. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c. 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 Equality Act 2010 (Specific Duties) Regulations 2011 require public authorities to publish:

- equality objectives, at least every four years (from 6th April 2012)
- information to demonstrate their compliance with the public sector equality duty (from 31st January 2012)

The proposed review of the strategy will support compliance with the above requirements.

### **Human Resources**

3.1 Whilst significant progress has been made through the Workforce Workstream, further work continues to support the organisation's ambitions outlined in the People Strategy in relation to EDI.

### **Information Technology**

4.1 None identified.

## **Equalities Impact**

- 5.1 The Council would be failing to meet specific duties under the public sector equality duty of the Equality Act 2010 if it did not adopt appropriate equality objectives and on at least an annual basis publish equalities information, including progress against its objectives.
- 5.2 The strategy will help lead work to address inequality across Derbyshire, advance equality of opportunity and support activity which promotes good relations between people from different backgrounds. This will extend to employment, service delivery, and the Council's public functions.

## **Corporate objectives and priorities for change**

- 6.1 Consideration of equality, diversity and inclusion and action to advance equality of opportunity and address areas of concern should be a golden thread that runs through the Council Plan, Department Plans and other corporate and department-based strategies, ensuring that across all our functions, services and policies, people are treated fairly and inclusively, and wherever possible, the Council acts to reduce inequality and exclusion.

## **Other (for example, Health and Safety, Environmental, Sustainability, Property and Asset Management, Risk Management and Safeguarding)**

- 7.1 None identified.



# Equality Diversity and Inclusion Strategy 2022 -2025



## Annual Progress Report April 2022 - March 2023

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# 1. Introduction

The Council's Equality, Diversity and Inclusion (EDI) Strategy 2022-2025, set out the Council's vision and values for equality, diversity and inclusion identifying five key priorities to focus future effort across the authority:

- Create a diverse and confident workforce
- Ensure fair access to employment, skills, and business support
- Engaged communities able to influence decisions
- Healthy and supported people
- Safe and inclusive places for everyone

The Strategy contains a Delivery Plan consisting of one, two and three-year deliverables and a range of success measures to monitor progress. A workstream for each of the five key priorities was established and identified Lead Officers meet regularly through the EDI Board.

The purpose of this report is to provide an end of year update on progress made during the implementation of the Strategy in its first year. The update covers the 12-month period 1 April 2022 to 31 March 2023 and summarises some of the action taken to help make progress. Several areas for further development have also been identified and following a review it has been agreed to carry out a refresh of this Strategy. This will include consideration of issues and challenges that have arisen since the Strategy was developed, a refocusing on objectives which can be achieved within the lifetime of the refreshed Strategy, and possible changes to how the work is carried out.




As a result, the Council will be better able to identify the interventions it needs to make and understand when they are successful when considering both its statutory obligations and the aim to incorporate EDI as part of its organisational culture.

The refresh of the Strategy will commence in September 2023. This will take place through a process which:

- Engages leaders and departments to shape the Council's future vision, priorities and objectives in relation to EDI
- Results in focused EDI objectives which are capable of delivery and progress within the lifetime of the Strategy
- Helps ensure buy-in and the commitment of resources to deliver agreed objectives
- Engages and informs stakeholders of changes in direction or priorities
- Ensures effective governance arrangements are in place to support council priorities moving forward
- Results in a new EDI Strategy being in place from 1 April 2024

## 2. Performance Overview

Overall, progress has been made against the majority of identified priorities in the current Strategy for delivery during 2022- 2023. Red, amber, and green symbols indicate progress against agreed performance measures, where green is good, amber is to keep under review and red indicates improvement required.

Category	Deliverables	Measure	Council response
Good 	On track with outcomes in line with expectations	Positive impact on measure or target being achieved	Continue to monitor. Where relevant celebrate on build on/ learn from what has/ is being achieved
Review 	Some action taken but further impetus needed	Limited or unclear whether impact on measure or target	Work to continue and review what needs to happen to speed up or make progress
Action 	Action has been slow or has not started	No impact on measure or target	Consider heightened action or review to identify strategy for achieving progress



A summary of progress by each of the five workstreams can be found below, followed by areas for further consideration or improvement which have been identified over the last twelve months:

### Engaged Communities able to influence decisions

Work is on track in relation to developing the Council’s approach to EDI, improving our knowledge, understanding and engagement with communities, strengthening our approach to Equality Impact Assessments (EIA), encouraging participation in public life by Black, Minority, Ethnic (BME) and other communities; and reviewing services such as interpreting and translation to enable identified improvements for customers and service departments, and obtain improved value for money from providers. A number of measures of performance were agreed in relation to this priority by the EDI Board and Corporate Management Team (CMT). Progress against these is summarised in the table below:

## Measures

<p><b>Score</b></p>	<p><b>Annual information about the Council’s performance on equality, diversity and inclusion is published in forms that are accessible and engaging to citizens</b></p>
<p>✓</p>	<ul style="list-style-type: none"> <li>• Provided performance reports for CMT at 6-monthly and then annually.</li> <li>• Report back on progress to the Council’s Improvement and Scrutiny Committee, Resources on 28 September 2023. This will place the performance report within public domain as required under the public sector equality duty, when a public body must publish equalities information and its progress against its objectives.</li> </ul>
<p><b>Score</b></p>	<p><b>Production of timely and relevant Equality Impact Analysis (EIAs) which are used to inform decisions with regular reviews and tracking.</b></p>
<p>✓</p>	<ul style="list-style-type: none"> <li>• Between 1 April 2022 and the 31 March 2023 the Council completed around 20 EIAs alongside its recommendations to Cabinet/ Cabinet Member/ CMT or Departmental Management Teams (DMT). This included EIAs in relation to:             <ul style="list-style-type: none"> <li>○ The Future of Direct Care Homes for Older People</li> <li>○ Modern Ways of Working</li> <li>○ Voluntary and Community Sector Review</li> <li>○ Childrens Homes Refurbishment</li> <li>○ Consultation on Assessment Nurseries and Outreach Team Model</li> <li>○ Infant &amp; Toddler Nutrition Service</li> <li>○ Early Years Assessment Centre Proposals</li> <li>○ Early Years Intervention and Prevention</li> <li>○ Multiplier Programme – Employment and skills</li> <li>○ Day centres for people with learning disabilities</li> <li>○ Initial and then follow-up EIAs with Derby City Council, Nottingham City Council and Nottinghamshire County Council in relation to proposals to establish the East Midlands Combined Authority</li> <li>○ Older People’s Independent Living Services</li> <li>○ Review of current Interpreting and Translation Services (for the Council’s EDI Board)</li> <li>○ Restructure of HR Services &amp; Management Information Teams in OD &amp; Policy</li> <li>○ Electric Vehicle Scheme</li> <li>○ Fees and charges - Place</li> <li>○ Care workers community employer retention payments</li> <li>○ Attendance management &amp; ill-health capability policy</li> <li>○ Travel Policy</li> <li>○ Working arrangements Policy</li> </ul> </li> <li>• Work to develop the new online EIA Portal via Sharepoint is nearing completion and will go live in the Autumn, making it easier to programme and monitor EIAs across the Council whilst also providing an opportunity to share examples of existing work and good practice.</li> <li>• Refresher training in relation to the process of carrying out EIAs is being developed and will be launched during the Autumn to support developments highlighted above.</li> </ul>



<b>Score</b>	<b>Proportion of residents agreeing that by working together people in a local area can influence decisions that affect the local area</b>
	Data for this Your Council Your Voice measure highlighted that at the end of 2022, 49% of respondents felt they could influence decisions against a target of 52%. This result remains below target and is based on the numbers of residents who complete the Council's annual resident satisfaction and budget survey. Further additional consultation that has taken place on issues which impact on our diverse communities and groups, can be found in the measure below.
<b>Score</b>	<b>Levels of participation in public life that reflect Derbyshire's diverse communities</b>
	<ul style="list-style-type: none"> <li>• The Council completed wide-ranging consultation over its plans for older peoples' care homes in 2022/23. Following the consultation and review, a number of homes are now being closed and plans developed for new accommodation.</li> <li>• The Council carried out consultation on a major re-design of day care services for adults with learning disabilities. Following the review, changes are now being implemented to day services.</li> <li>• Consultation has taken place on changes to eligibility for the Community Alarm System and this alongside an EIA has informed the decisions about the future of the service.</li> <li>• Consultation with residents about affordable credit has been completed with further consultation with the community and voluntary sector taking place about the Council's new grant aid priorities and food security.</li> <li>• During the same period Public Health Services consulted with residents about Men's Health and Well-being.</li> <li>• Children's Services completed localised consultation about primary schools in the Tibshelf area and the closure of Wirksworth Primary school due to falling school numbers.</li> <li>• The Council's employee networks were also reviewed and relaunched with a number of the networks adopting new names and terms of reference to support them into the future.</li> <li>• The EDI Board agreed to sign up to a new accreditation scheme with Derbyshire LGBTQ+ to support our work on equality in this area, replacing our previous membership of the Stonewall Employment and Education Indices. This also has the effect of allocating funds more locally to a Derbyshire based LGBTQ+ specialist service. Work is now taking place to develop an action plan to fulfil this accreditation scheme</li> <li>• A number of diverse community groups and forums were engaged during the Your Council, Your Voice budget related consultation and this has proved useful in informing other likely work in relation to EDI including further consultation and engagement activities with young people</li> <li>• Targeted consultation with seldom heard groups in Derbyshire was also undertaken between November 2022 and January 2023 to support wider consultation commissioned by the four upper tier authorities as a part of the development of proposals for the East Midlands Councils Combined Authority devolution deal. Consultation with a range of seldom heard groups helped inform the published EIA completed jointly by the four constituent councils of Derbyshire, Nottinghamshire, Derby and Nottingham Following this an action to support the establishment and work of the authority as it relates to equality duties and considerations was recommended as part of the final EIA Action Plan.</li> </ul>

## Healthy and Supported People

Several of the deliverables within the Strategy in relation to the recovery of services and capacity to further address health inequalities have been delayed because of the continued pressure to rebuild services following the pandemic.

However, work has progressed in relation to a number of health-based inequalities such as mental health, neurodiversity and the identification of target communities for action. Going forward the refresh of the EDI Strategy will also seek to ensure that the work of Children’s Services and Adult Social Care are better reflected within this workstream. A number of measures of performance were agreed in relation to this priority by the EDI Board and CMT. The addition of priorities relating to children and young people, families and older and disabled people is likely to lead to further measures being adopted. Progress against the existing measures is summarised in the table below:

### Measures


<b>Score</b>	<b>Number of people from disadvantaged communities who are able to access health services, support and the screening that they need.</b>
	<p>On an annual basis the Director of Public Health publishes a report highlighting progress, achievement and key challenges. The most recent report, published on 22 August 2022 is focused on addressing health inequalities. <a href="https://www.derbyshire.gov.uk/press-releases/2022/08/22/dph-annual-report-2022-stepping-up-to-the-challenge">Director of Public Health Annual Report 2022 - Stepping up to the Challenge (derbyshire.gov.uk)</a></p> <p>Across the UK many more people are awaiting treatment than in the past as the country adjusts to the end of the Coronavirus pandemic. Those experiencing inequalities constitute a major proportion of those awaiting treatment. This is a national issue which is also reflected locally, and the work of Public Health is seeking to address this as best it can with available resources.</p>
<b>Score</b>	<b>The gap in life expectancy for men and women between the most deprived and least deprived areas.</b>
	<p>Data for Derbyshire and its districts for 2020 indicates that there is a gap of 3.26 years for females and 3.17 years between the least deprived and most deprived areas in the county. Although the gap was narrowing and life expectancy was improving for both sexes, in the last 12 months this has reversed, due to the pandemic and its impact upon services and support. National monitoring of the impact of the pandemic has highlighted its disproportionate impact upon disadvantaged and diverse communities.</p>

## Safer Places for Everyone

A wide range of procured activity and work with partners is helping to ensure that services to protect the victims of hate crime, domestic abuse and modern-day slavery are in place and local people and communities supported. Significant work has taken place to expand the support for people needing to resettle in Derbyshire

including through the Homes for Ukraine Scheme which has seen over 1,200 additional people settle in Derbyshire. The Council’s progress against the new Armed Forces duties is progressing well, with a gap analysis of how services are meeting the needs of veterans to inform future service provision. A number of measures of performance were agreed in relation to this priority by the EDI Board and CMT. Progress against these is summarised in the table below:

## Measures


Score	<b>Proportion of people who agree that Derbyshire is a safe place to live.</b>
	The Your Council, Your Voice Survey conducted at the end of 2022 shows that, 66.6% of respondents agreed that their local area was a safe place to live or answered saying they did not know. This compared to 66.4% of respondents to the 2021 Survey.

## Fair Access to Employment, Skills, and Business Support


This workstream was expected to focus on equality outcomes within the Council’s activities to improve employment and skills opportunities, including by reviewing the Council’s programmes. It has proven difficult to bring together relevant colleagues, services and programmes which deliver this work action. However, some progress has been made in relation to improving opportunities for disabled people and BME communities and this is likely to continue through the refreshed Strategy. Accordingly, this work has not been progressed as well as anticipated.

In particular, the work to develop our approach towards supporting disabled people still requires further development and to be better integrated into the Council’s approach towards addressing EDI.

## Measures

Score	<b>Number of disabled people across Derbyshire assisted to gain employment and training, and to sustain existing employment.</b>
	<p>As of the end December 2022, the employment rate for disabled people in Derbyshire aged 16-64 was 58.3% compared to the rate of for all adults aged 16–64 of 75.6% in comparison to rates for 2021 which stood at 53.8% and 75.6% respectively. There has been a considerable improvement in the employment rate for disabled people. Supporting disabled people into work is a national Government priority and is likely to feature in a number of emerging priority programmes of work as a key target area. This is also an area of potential interest for the EMCCA once it becomes fully established. This is also an issue that is likely to become a key focus for the new EMCCA as a part of its strategy to generate employment and other opportunities and improve social mobility</p> <p>The new Disability Employment Strategy is intended to help address this issue locally and will have a focus both within the Council and in the wider economy, helping to deliver the commitments we have made by becoming a Disability Confident Employer. The Council’s Disability Employment Team</p>




	offers support to disabled people to help them into and to sustain employment and has continued to work with a number of people over the year. Delivering the Strategy will be vital in ensuring rates in Derbyshire are improved further. Additional challenges have also been identified in relation to the use and application of Access to Work within the Council and with other employers.
<b>Score</b>	<b>The proportion of young people who are Not in Education, Employment or Training (NEET)</b>
	As of the end of March 2023 just over 2.5% of 16 – 17-year-olds were not in employment, education or training, a very small increase of just 0.1 percentage points over the last 12 months. This compares favourably to the national average of 5.2% and with general improvement across Derbyshire. Recent national research has however highlighted that up to four in ten new apprentices leave before they complete their apprenticeship so projects and programmes which help young people sustain their time in employment, education or training are also likely to be important in ensuring retention rates. The Council continues to have an active programme of apprenticeship places across different departments and occupations.


## Creating a Diverse and Confident Workforce


Good progress is being made in relation to the workforce. The Workforce Workstream supported by departmental and employee networks' representatives has continued developing learning and awareness opportunities. This has included the successful launch of new EDI induction training in February 2023, with 35% (3445) of all employees completing the learning by end of 22/23 and 68% (6733) by August 2023. A wide range of activities aimed at engaging employees and raising awareness on different diversity issues have been organised with support of employee and partner organisations.

The relaunch of employee networks in May 2022 has supported a continuing increase in membership across all groups. Engagement with networks has provided valuable information to inform employment and EDI practice and future possible interventions. The Council signed up to the Hidden Disabilities Sunflower scheme and the local LGBT+ accreditation continuing our commitment to ensure that the experience of our employees and services users is positive and supportive, developing our inclusive practice at all levels. Detailed analysis of recruitment, workforce and leavers data is taking place to identify where targeted interventions may be required corporately and in specific service areas.

### Measures

<b>Score</b>	<b>A workforce that better reflects the demographics of the working age population in Derbyshire.</b>
	<u>Sex/ Gender</u> Women are significantly more represented in the Council's workforce than amongst the working age population in Derbyshire of working age: 79.4% compared to 47.8%.

	<p><u>Age</u> The Council continues to have a mature workforce and fewer people under 25 years of age compared to the broader Derbyshire population.</p> <p><u>Disability</u> Although disabled people constitute 20.1% of people of working age in Derbyshire, they make up 4.76% of the workforce. This figure has improved from previous years but is increasing slowly.</p> <p><u>Black and minority ethnic</u> People from racial backgrounds other than White British make up 6.3% of Derbyshire's population compared to 3.58% of our workforce. Generally, there has been very little movement on the make-up of the workforce over the 12-month period since the Strategy was adopted. This is a long-term trend rather than relating to specific activity set out in the Strategy itself. If workforce representation is to improve and keep up with the increased diversity within Derbyshire's population then momentum around the scale and pace of improvement will need to be built. The next phase of work will include looking at mechanisms for improving the recruitment of people from diverse communities and how existing employees are encouraged to remain with the Council.</p>																													
	<p><b>Workforce – change in % of workforce</b></p> <table border="1" data-bbox="316 1032 1433 1294"> <thead> <tr> <th>Group</th> <th>% at 1 April 2022</th> <th>% at 1 April 2023</th> </tr> </thead> <tbody> <tr> <td>Women</td> <td>79.5</td> <td>79.35</td> </tr> <tr> <td>Age – Under 25 years</td> <td>3.82</td> <td>3.55</td> </tr> <tr> <td>Disabled</td> <td>4.74</td> <td>4.76</td> </tr> <tr> <td>Black and Ethnic Minority</td> <td>5.25</td> <td>5.39</td> </tr> <tr> <td>Lesbian, Gay, Bisexual Q+</td> <td>2.74</td> <td>2.76</td> </tr> </tbody> </table>		Group	% at 1 April 2022	% at 1 April 2023	Women	79.5	79.35	Age – Under 25 years	3.82	3.55	Disabled	4.74	4.76	Black and Ethnic Minority	5.25	5.39	Lesbian, Gay, Bisexual Q+	2.74	2.76										
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<b>Score</b>	<b>Number of successful applicants for employment with the Council from protected groups.</b>																													
	<p>Since 1 April 2022 the Council has employed 1,665 new starters and the proportion of successful applicants from protected groups stood at:</p> <table border="1" data-bbox="316 1451 1433 1778"> <thead> <tr> <th colspan="2">New starters</th> <th colspan="2">Existing workforce</th> </tr> </thead> <tbody> <tr> <td colspan="2"><u>Sex:</u></td> <td colspan="2"><u>Sex</u></td> </tr> <tr> <td>Male</td> <td>338 (20.30%)</td> <td>Male</td> <td>2,282 (20.65%)</td> </tr> <tr> <td>Female</td> <td>1,327 (79.70%)</td> <td>Female</td> <td>8,785 (79.35%)</td> </tr> <tr> <td>Not known</td> <td>Not applicable</td> <td colspan="2"><u>Grade 14 and above</u></td> </tr> <tr> <td colspan="2"></td> <td>Male</td> <td>45%</td> </tr> <tr> <td colspan="2"></td> <td>Female</td> <td>55%</td> </tr> </tbody> </table>		New starters		Existing workforce		<u>Sex:</u>		<u>Sex</u>		Male	338 (20.30%)	Male	2,282 (20.65%)	Female	1,327 (79.70%)	Female	8,785 (79.35%)	Not known	Not applicable	<u>Grade 14 and above</u>				Male	45%			Female	55%
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	<u>Ethnic Origin:</u> <b>Total BME</b> <b>8.22% (138)</b>	<u>Ethnic Origin</u> <b>BME</b> <b>396 (3.58%)</b>
	<u>Disability:</u> <b>Yes</b> <b>4.62% (77)</b> No                                      89.97% (1498) Not known                              5.41% (90)	<u>Disability</u> <b>Yes</b> <b>527 (4.76%)</b>
	<u>Religion or belief including no belief:</u> Buddhist                              0.48% (8) Christian                              38.26% (637) Hindu                                      0.24% (<5) Muslim                                      0.72% (12) Jewish                                      0.06% (<5) Sikh                                      0.18% (<5) Any other                              1.92% (32) No religion                              41.68% (694) Prefer not to say                      5.23% (87) Not known                              11.23% (187)	<u>Religion or belief including no belief</u> Buddhist                              30 (0.27%) Christian                              4,709 (42.53%) Hindu                                      19 (0.17%) Muslim                                      37 (0.33%) Jewish                                      6 (0.05%) Sikh                                      24 (0.22%) Other                                      0 No religion                              3,537 (31.95%) Prefer not to say                      527 (4.76%) Not known                              2,182 (19.71%)
	<u>Sexual orientation:</u> <b>LGB</b> <b>2.76% (46)</b> Heterosexual                              81.02% (1349) Prefer not to say                      16.22% (270) Not known                              not applicable	<u>Sexual orientation (if known)</u> <b>LGB</b> <b>217 (2.34%)</b> Heterosexual                              7,875 (84.97%) Prefer not to say                      1,176 (12.69%) Not known                              1,803
	<b>Commentary</b> There are positive signs that recruitment activity is attracting higher numbers of employees from a number of diverse groups than current rates within the existing workforce, for example people aged 16–25 years of age and from Black and Minority Ethnic backgrounds. However, these groups are not increasing as a proportion of the workforce at the same rate which suggests that there are issues in relation to retention and/or progression with the Council, with a proportion leaving the organisation as fast as new employees are being recruited. For the 16-25 age group, it is worth noting of that a number of employees within this group will have left this age band. In overall terms, the size of the workforce fell over the last 12-month period and recruitment challenges remain in a number of areas as the authority competes against other sectors and employers. Increasing use of social media-based platforms such as LinkedIn are being used as these can attract a wider range of candidates including candidates from diverse backgrounds.	
<b>Score</b>	<b>Proportion of employees who self-declare their diversity characteristics.</b>	
	As of Q4 2022-2023 the proportion of employees self-declaring their diversity information, stands at: for sex – 100% for ethnicity – 97.62% for disability – 96.48% religion or belief – 75.65% for sexual orientation – 73.09%	
	Approximately a quarter of employees (25%) have not declared their religion or sexual orientation, which is much higher when compared to self-declaration rates for ethnicity, disability, and sex. Information for these protected	

	characteristics has been collected for a shorter time, whilst self-declaration for sex, disability age and race has taken place over a much longer time period covering many years. The proportion of people self-declaring religion and belief, and sexual orientation is gradually improving and compares favourably to other councils and public bodies. The figure for disabled employees has also increased significantly from data from several years ago.
<b>Score</b>	<b>% Employees who have completed EDI Induction training as a proportion of the workforce (New)</b>
✓	35% (3,445) of all employees had completed new mandatory EDI Induction training by the end of March 2023 since it was launched in February 2023. Since the launch until end of June 2023, 66% (6,564) of all employees had undertaken the learning. This is excellent progress and demonstrates the commitment of people across the organisation to EDI. Given the limited time the course has been available, it is anticipated that the completion rate will improve even further in the coming months. Ensuring the course was mandatory for all employees has proven to be significant in achieving this level of uptake.

### 3. Areas for further consideration and improvement

The following areas have been identified as requiring further consideration or improvement have been identified in reviewing progress and drawing up this report:

#### Approach to EDI/Strategy

- Engage leaders and departments to review and develop the Council’s agreed vision, priorities and objectives
- Adopt focused EDI objectives which are capable of delivery (if in part) and progress within the lifetime of the Strategy
- Ensure buy-in and the commitment of resources to deliver agreed objectives
- Engage and inform stakeholders of changes in direction or priorities
- Ensure effective governance arrangements are in place to support council priorities moving forward
- Reflect upon how this Strategy can better link to work by the ICB and the replacement for Vision Derbyshire
- Ensuring the refreshed Strategy reflects new developments within the Council’s priorities and work programmes
- Taking stock on the operation of existing workstreams and harnessing the contribution of colleagues and service teams to deliver the Strategy
- Reviewing and further developing the Council’s EDI Board and ensuring there are mechanisms in place to ensure effective reporting back into DMTs.
- It would help improve progress if the existing Strategy were to be refreshed and subjected to further consultation, with a replacement Strategy from April 2024.

## **Engaged communities able to influence decisions**

- Complete the review of our approach to the collection and use of equalities data and agree corporate guidance
- Ensure greater consistency in the completion of EIAs across the Council using the EIA portal, undertaking a dedicated communications campaign and new training provision to promote the use of, and develop a better shared understanding of the EIA process and systematic use
- Progressing the development of the corporate Strategy and action plan for addressing gaps in engagement
- Complete work to ensure the Council is getting value for money from its arrangements for interpreting and translation
- Taking forward the development of the action plan to support an improvement in participation in public life
- Develop an improved approach to horizon scanning on EDI issues ensuring this can inform learning and development, policy development and resource allocation

## **Healthy and Supported People**

- Undertake further actions to consider the impact of the Cost-of-Living Crisis upon disadvantaged communities and reflect within the refreshed Strategy
- Review and refine undertakings in relation to health inequalities within this Strategy so that they reflect current work programmes and service plans
- Consider how key aspects of inequality for children, young people and families can be captured within a revised EDI Strategy and create a stronger link with the Childrens Services Strategy
- Consider how key aspects of inequality affecting older, disabled and vulnerable adults and carers can be captured within a revised strategy and create stronger links with relevant strategies
- Revisit membership and the terms of reference for the Healthy and Supported People workstream to ensure fuller participation by Childrens Services and Adult Social Care
- Develop approaches which interlink with the ICB and its work

## **Safer Places for Everyone**

- Ensure that workstream activities undertaken can both reflect the partnership approach and the Council's direct contribution, to ensure this Strategy is realistic about what the Council can achieve
- Support colleagues in the Resettlement Team to report on the progress they are making and share learning from working with the communities being resettled.
- Ensure that service departments complete the required responses for Armed Forces Duty and where necessary develop their services to take account of the needs of ex-forces personnel
- Consider whether the Prevent Programme and action to tackle Modern Day Slavery need to be better reflected within the Strategy and ensure that other services are able to contribute to both areas of work

## **Fair Access to Employment, Skills and Business Support**

- Review the purpose of this workstream, identifying a replacement lead officer to support the shaping and development of future activity
- Ensure an increased focus on disability employment once the Disability Employment Strategy has been adopted, harnessing the workstream to help drive forward this agenda
- Ensure that any relevant actions arising from the Disability Employment Strategy are actioned by other workstreams, strategies and departments
- Refocus the workstream on appropriate activities which provide impact, avoiding duplication with existing employment working groups and skills boards.
- Identify how work to promote social mobility, once the new EMCCA is established and new local arrangements are in place, can be integrated into the EDI Strategy moving forward

### **A Diverse and Confident Workforce**

- Identify priority areas for intervention in relation to recruitment, retention, and progression of diverse group employees
- Integrate workforce planning and interventions to achieve greater diversity
- Build upon the success of the EDI induction training by making further learning available such as EIA training, cultural awareness in service delivery and engagement, inclusive recruitment and selection, LGBT+ and Trans awareness and neurodiversity.
- Undertake a survey on employee networks to further develop profile of networks, improve engagement and enhance membership
- Undertake an equality gap analysis based on the LGBT+ Rainbow Accreditation and provide recommendations to improve inclusive practice
- Develop guidance on reasonable adjustments in recruitment and selection
- Broaden participation by employees and Elected Members to improve skills, knowledge and confidence and help deliver this Strategy, building upon the events and learning which has already been delivered and proved popular.

## **4. Reviewing the EDI Strategy**

Good progress has been made in establishing the building blocks for improved performance and in engaging employees across the Council on EDI. Progress on both areas is encouraging demonstrating the Council has the capacity and commitment to deliver identified actions and achieve smarter objectives over time. However, the Council faces further challenging tasks, as the Strategy moves into its second year, beyond the learning and understanding phases into progression of plans and activity which ultimately deliver improvements and demonstrate impact.

Over the forthcoming period, work will take place to review and refresh of the Strategy to ensure it continues to reflect the most important EDI issues and challenges faced by the Council.

The review and refresh will be comprehensive and specifically seek to engage leaders, departments and senior Elected Members to ensure that a revised strategy properly reflects the vision and priorities of the Council, has the support of

stakeholders, is resourced and has key delivery and implementation plans in place. To support the refresh process, the Council's Improvement and Scrutiny Resources Committee will be consulted and asked to consider progress to date. The Committee were involved in the initial development of the EDI Strategy and ensuring that there is appropriate overview will ensure that the process builds on and continues to secure the involvement and engagement of Elected Members across the Council during this period.

Work to review the Strategy has already commenced, with a formal launch in September 2023 and a revised Strategy is anticipated be finalised by May 2024.

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