

Public Document Pack



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PUBLIC

To: Members of Improvement and Scrutiny Committee - Resources

Wednesday, 21 February 2024

Dear Councillor,

Please attend a meeting of the **Improvement and Scrutiny Committee - Resources** to be held at **2.00 pm** on **Thursday, 29 February 2024** in Committee Room 1, 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 (Pages 1 - 6)

To confirm the non-exempt minutes of the meeting of the Improvement and Scrutiny Committee – Resources held on 22 January 2024.

4. Public Questions (30 minute maximum in total) (Pages 7 - 8)

(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. Update on Review of the Strategic Approach to Equality Diversity and Inclusion (Pages 9 - 20)

PUBLIC

MINUTES of a meeting of **IMPROVEMENT AND SCRUTINY COMMITTEE - RESOURCES** held on Monday, 22 January 2024 at Council Chamber, County Hall, Matlock.

PRESENT

Councillor S Swann (in the Chair)

Councillors R Ashton, J Barron, J Dixon, M Foster, R George (substitute member) K Gillott (substitute member) D Muller and D Murphy.

Also in attendance were Councillors B Lewis and S Spencer

Officers Present: Emma Alexander, Managing Director, Helen Barrington, Director of Legal & Democratic Services, Carol Cammis, Executive Director, Childrens Services, Chris Henning, Executive Director, Place, Mark Kenyon, Director of Finance & ICT, Joe, O' Sullivan, Executive Director, Corporate Services & Transformation, and Simon Stevens, Executive Director, Adult Social Care and Health.

Apologies for absence were submitted for Councillors A Hayes and J Innes.

1/24 DECLARATIONS OF INTEREST

There were no declarations of interest.

2/24 MINUTES

The minutes of the meeting held on 14 December 2023 were confirmed as a correct record.

3/24 PUBLIC QUESTIONS

Question from D Ingham:

On 01-12-22 I attended this Committee. The distant 25/26 budget year was described as a known cliff edge point, with action taken within the next 2 years being critical.

Significant savings have been made, but I'm aware of recent actions appearing at odds with known financial challenges. For example:-

1) Since 01-04-23 posts paid over 50k increased from 228 to 288 as at September (one point reaching 306), that's a cost increase of up to 4 million plus on costs and will likely carry through in some form to 24/25. I'm

unsure regarding other positions.

If compulsory redundancies occur in 24/25 this would bring further cost bearing in mind compulsory redundancies in 21/22 and 22/23 already accounted for approximately 50% and 75% of termination payments, around £2.6 million in total.

2) The target absence rate increased without explanation for the current financial year from 4.6% to 5.1%. By my rough reckoning this 0.5% increase in effect means an additional 3400 working days could be lost and yet stay within target, leading to additional sickness cover payments too – that's £0.5 million.

Precisely why were example measures 1) and 2) taken given the clear budgetary impact and going forwards into 24/25?

Response :

1) The main reason for the increased number of roles above £50,000 is the impact of contractual increments and nationally agreed pay awards which have increased employees pay above £50,000.

2) The Council monitors its overall performance on a quarterly basis. The performance targets for sickness absence are set annually as part of the Council's planning and performance management process. The absence rate target for this year was set to reflect a reduction from the actual year end performance for sickness absence in the previous year. This reflects any current issues which may be affecting sickness absence rate rather than having an arbitrary historic sickness absence figure. The target for this year reflects a 7.5% reduction on the sickness absence rate for the previous year and at the end of quarter two the Council is on target to achieve the target.

Supplementary Question:

I'm surprised that action within 2023 could not have taken place before given what was already known was coming ahead. Instead of further difficult financial breaking being applied, the Council applied an actual emergency stop in September with will result in associated impact.

It's most fortunate that a number of Councils declared their positions before Derbyshire did but to be honest my focus is on Derbyshire.

The fact that action was not taken earlier for what ever reason will have carry through implications into 24/25 and beyond.

I note now at 2.12 within the report reference to a vacancy factor, to be applied across pay budgets, with an intention to save £7.613m.

This would obviously have an indirect/direct impact on many of the actions contained with the report Appendices that I have read with concern if

departments can't fill new vacancies Eg ASCH11.

I'm aware that 139 of the Councils beds in residential homes are currently closed to new residents due to staffing shortages.

If staffing budgets are then cut further this could lead to indirect outcomes regardless of any public consultations. Precisely what is the meaning of the vacancy factor term and its financial split by department/service?

Response:

The 2024/25 Budget Proposals include a vacancy factor of £8.130m, calculated as 3% of Council Payroll for 2024/25 (excluding schools, grant funded and traded services). The vacancy factor reflects the fact that in any large organisation there will be ongoing turnover of staff, and in the majority of cases posts will be vacant for a period of weeks between the former employee vacating a post and a new employee being appointed and starting in the post. This turnover of staff results in savings against budget for the period of time that each post is vacant, and these forecast savings are now being reflected in the budget through the vacancy factor. The vacancy factor is allocated on a departmental basis based on 3% of their payroll cost.

4/24 BUDGET SAVINGS PROPOSALS 2024/25 TO 2028/29

Further to the meeting of the Improvement & Scrutiny Committee Resources on 14 December 2023, the Director of Finance and ICT had provided members with a report which had been circulated in advance of the meeting, which enabled the committee to scrutinise the budget savings proposals considered by Cabinet on 11 January 2024. Cabinet would then take account of the feedback from the committee when drawing up firm budget proposals to Council.

The Chair welcomed everyone to the meeting and explained that this report was the latest to outline the significant cost and demand pressures that have impacted upon the Council's finances creating the need to identify and deliver a programme of savings and efficiencies for the 2024/25 budget.

The Chair reminded the committee that if in due course specific proposals were not progressed, alternative savings would need to be identified to ensure the Council was able to set and maintain a balanced budget in 2024/25.

Emma Alexander, Managing Director, Barry Lewis, Leader and Simon Spencer, Cabinet Member gave their introductions to the report.

Mark Kenyon, Director of Finance and ICT then outlined the financial

context and the budget approach for 2024/25.

The Chair then welcomed each Executive Director to outline their specific savings proposals in relation to Appendix 2 which were subject to consultation and then Appendix 3 where there was no impact on public facing service delivery, and it was anticipated that no public consultation was needed.

After the presentation of each set of proposals by the Executive Directors, members were given the opportunity to give feedback and ask questions, which were duly noted or answered.

Arising from the presentations on the savings proposals , members did raise a number of specific areas of concern which they wished to feedback to Cabinet :

1. That assurance be provided over whether the impact on vulnerable persons had been properly assessed, together with the cumulative impact;
2. Concern was expressed whether the impact on partner agencies had been assessed, and whether consultation with other parties had taken place.
3. Assurance was sought over whether the impact of transferring service costs to other bodies had been considered;
4. Clarification over whether the Council would retain control over assets to be managed by other bodies;
5. Clarification was sought on the impact of new charging arrangements and the total costs to be charged; and
6. Assurance over the process for any redundancies and associated staff consultation.

RESOLVED (1) to note the financial context and approach to budget setting for 2024/25.

(2) to note the possible options in respect of budget savings for the 2024/25 Financial Year.

(3) that the feedback from the committee detailed above on the budget savings options detailed in the report, be provided and be considered at the Budget Cabinet meeting on 1 February 2024; and

(4) to note that where the proposed savings and efficiencies do not progress, alternative savings would need to be found in order to meet the Council's legal obligations to set a balanced budget.

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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

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, 29 FEBRUARY 2024

Report of the Managing Director

UPDATE ON REVIEW OF THE STRATEGIC APPROACH TO EQUALITY DIVERSITY AND INCLUSION (EDI)

1. Purpose

- 1.1 To update Improvement and Scrutiny Committee – Resources on the review of the Strategic Approach to Equality, Diversity and Inclusion (EDI) and to note the recommendations of the Diverse Council Motion Cross Party Working Group.

2. Information and Analysis

- 2.1 The Council is in the process of reviewing and refreshing the strategic approach to EDI as outlined to this Committee on 28 September 2023. As part of that report, it was proposed that an update on progress be brought back to this Committee at its meeting on 29 February 2024.
- 2.2 The refresh of the approach comes at time of ongoing changes and challenges affecting the Council and local communities and aims 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.
 - Capture key developments in Adult Social Care, Childrens Services and the development of the Council’s new organisational strategy.
 - 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.

- Highlight any challenges regarding resources and/or the delivery of the approach across the Council.
- Better engage senior leaders and Elected Members from all parties on EDI developments and the ongoing development of the strategic approach to EDI.

2.3 Over recent months, in addition to the initial engagement carried out with this Committee a number of additional engagement sessions on revising the Council's EDI approach have been held as follows:

- Internal stakeholders including senior leaders through the Shaping the Future Forum and feedback from Executive Directors
- Two workshops with members of EDI Board and the existing EDI workstreams leads.
- A workshop EDI Board Members extended for frontline employees to consider and provide input on the proposed objectives.
- A survey and follow up discussion with Employee network leads
- Initial engagement has been undertaken with the BME Forum, the Youth Network and Derbyshire LGBT+ Network Alliance.

2.4 Stakeholder feedback from the above has included the following key themes and issues around the current position:

- There is wide recognition that over recent years the Council has worked hard to progress EDI work across the county.
- Leadership around EDI issues has improved and this has resulted in significant changes to our services, employment practices and our approach to equality, diversity and inclusion but that there is still further to go.
- It is generally acknowledged that the current EDI Strategy, whilst providing a framework to achieve the significant progress made, is very broad in its scope and that there has been varied success in the associated workstream approach.
- Given the limited dedicated resources across the Council moving forward this will require a revised approach with commitment from across the organisation.
- Feedback has also recognised that whilst there are pockets of good EDI practice across the Council, significant EDI activity is focussed on “complying” with the Public Sector Equality Duty (PSED). The organisation has to meet a range of obligations to ensure it promotes equality, diversity and inclusion.
- Embedding and transforming equality, diversity and inclusion across the Council are not just matters of compliance, rather the need to raise awareness of the EDI agenda and its associated challenges.

2.5 Recognising the above, feedback has broadly indicated that the approach moving forward should:

- Set out our aspirations to go further than the Council's PSED obligations, recognising the need to have focus on raising awareness in order to build capacity for later stages in the Council's EDI journey.
- Ensure the organisation's efforts and resources focus on the right issues and opportunities.
- Ensure that strong, simplified and clear objectives are in place to continue with our commitment to advance equality and promote inclusion within the workplace and when delivering local services.
- Be based on increasing leadership and Elected Member confidence on EDI across all levels of the Council, how the organisation wants to serve its residents and communities, how it wants to work with partners, and how leaders respond to and deal with employee related matters with an EDI lens.
- Continue to improve our understanding of, and reflect the needs of, people across all the diverse communities of Derbyshire.
- Work towards a workforce of people with a wide range of backgrounds, perspectives and experiences who feel that those different approaches are valued and treated with respect.
- Set out the proposed objectives and associated wording using plain English to make them more accessible and engaging.

Proposed strategic approach to Equality Diversity and Inclusion

2.6 As a result of the feedback received and in order to aid understanding, commitment and delivery of EDI ambitions across employees, Elected Members and stakeholders it is proposed to move away from having a separate EDI Strategy document and to move to the main EDI focus being on four equality objectives. This approach will, overall, enable the organisation to raise awareness around EDI issues and for the Council move towards applying an EDI "lens" as part of its day-to-day business and organisational culture, whilst simplifying our current approach and yet maintaining delivery of realistic outcomes.

2.7 As a result of the key issues expressed in the engagement to date, along with the aims of revising the strategic approach, it is proposed to take forward the Council's strategic approach around the following four draft key equality objectives:

1. Better understand our diverse communities and use that understanding to shape organisational policy and practice.
2. Lead by example on equality, diversity and inclusion.
3. Create a working environment that is inclusive where all colleagues feel that they belong and can be their best at work

4. Work alongside different equality groups to design, provide and deliver services that are accessible, inclusive and responsive to the needs of our residents and communities and reflect our organisational culture.
- 2.8 Each of the objectives will have several key areas of focus with specific annual implementation plans, along with associated outcomes. Appendix 2 shows the proposed key areas of focus for each equality objective, and it should be noted that the EDI approach will evolve and continually developed as opposed to being a static approach.
- 2.9 The EDI objectives will be supported by a short EDI statement with a provisional draft below. This is important to ensure that it is clear what EDI means to the organisation.
- Equality, Diversity and Inclusion at Derbyshire means that all colleagues and our communities will have a voice, ensuring we listen and engage, shape and respond to enable an inclusive culture. As a result, our inclusive culture will enable improved delivery to our communities.*
- 2.10 This statement is intended to reinforce that EDI should be part of our business as usual, and should also support in outlining the 'why'. The organisation needs to be clear on the business case for EDI as well as the legal or moral case (recognising it has duties to abide by), building delivery of EDI work into service delivery rather than our current 'additional' commitment to workstreams.
- 2.11 This will be supported by additional EDI information, forward plans, context, and data along with the delivery plan presented across revised Equality, Diversity and Inclusion online pages. This approach will allow updates to context and EDI data supporting the objectives to be updated more regularly and will provide a single point of resource for the Council's EDI work. This approach will not only provide timely and relevant information on EDI issues to residents but will enable increased employee awareness through ongoing communications across the EDI webpages.
- 2.12 Key to embedding EDI objectives and activity in the work of the Council will be to consider how the equality objectives are integrated into key Council strategies and plans. As a first step from April 2024, the Council will be developing the Council Plan for 2025-2029 and its organisational strategy, and consideration will be given to how EDI objectives are reflected as part of the Council's strategic vision, along with the further development and refinement of the strategic objectives and operating model. For 2024/25 EDI is a key element of the organisation's workforce strategic objective.

Recommendations from the Diverse Council Motion Working Group

2.13 Alongside the work to develop the revised EDI strategic approach and draft equality objectives, officers have supported, in an advisory capacity, the work of Elected Members as part of the Diverse Council Working Group. Following Cabinet agreement on 21 September 2023, the working group was set up to discuss and debate the wide-ranging matters covered in the Diverse Council Declaration heard by Full Council on 12 July 2023. Cabinet agreed to receive a further report to outline recommendations from the cross-party working group.

2.14 The group met on three occasions and considered the current activity being undertaken, identified where more could be done and has agreed a set of recommendations in respect of the matters contained in the Diverse Council declaration. Many of the actions in the Declaration are for Political Groups and not for the Council to take forward, such as committing to appointing Diversity Ambassadors, setting ambitious targets for candidates from under-represented groups at the next local elections and promoting the talent and diversity of colleagues through mentoring and shadowing. Some elements of the Declaration can be promoted and supported by the Council. Many are already in place or underway. For example:

- All Elected Members receive core mandatory induction training including the Code of Conduct which is the LGA model code adopted locally and EDI training. In addition, Health and Safety training for members is provided within the induction programme.
- Organisational EDI Events take place throughout the year to raise awareness, provide a forum of peer support and allyship, demonstrate our commitment to being an inclusive employer and recognise the contribution of our diverse communities. Where appropriate, the events are open to Elected Members as well as the organisation's workforce and in some cases partner organisations.
- The organisation provides non-partisan information on the role of an Elected Member in the run up to an election and this information is shared as widely as possible.
- As part of the organisation's approach to wellbeing, the Employee Assistance Programme is available to all Elected Members, including a 24/7 confidential helpline, counselling, legal info and a wellbeing portal and App.
- Trauma Risk Management (TRiM) is a peer support approach that aims to help people who have experienced trauma and is also available to Elected Members.
- Joined Up Care Derbyshire, our health partner, offer a timetable of wellbeing activities including fitness classes, mental health support and singing, all of which is available for Elected Members.
- In terms of council business:

- Elected Members are able to schedule political group meetings to suit their commitments, including in the evenings.
- Non-formal meetings are offered as hybrid meetings where practical.
- Formal meetings have to be in person due to provisions in the Local Government Act 1972.
- There are no meetings planned in August to avoid the main holiday season.
- Elected Members can send substitutes to meetings where allowed.
- Allowances are paid by default unless Elected Members opt to not take all or part of their allowance.

- 2.15 Whilst the above activity, addresses many of the matters contained in the Declaration, the Working Group discussed and identified opportunities to complement and enhance the existing work being undertaken and the support available. Recommendations will be presented to Cabinet for consideration in March 2024.
- 2.16 If agreed, the recommendations be incorporated within the refreshed strategic approach to Equality, Diversity and Inclusion and within the annual delivery plans.

Next Steps

- 2.17 As part of the ongoing development of a revised strategic approach to EDI, further internal and external stakeholder engagement will be undertaken. In addition to further employee and senior leader engagement it is proposed to carry out a period of public consultation on the draft equality objectives. Alongside this public consultation and engagement, work will be undertaken to further refine the EDI statement and supporting information. It is proposed to present the final approach, EDI Statement and Equality Objectives along with an update on EDI activity undertaken in 2023-2024 to this Committee at its meeting of 9 May 2024 for consideration and comment. Formal Cabinet agreement to the approach and adoption of the equality objectives will be sought in June 2024.
- 2.18 As set out above, a key activity from April 2024 onwards will be work to reflect EDI objectives as part of the Council Plan 2025-2029 along with the organisation’s strategic vision, the further development and refinement of the strategic objectives and operating model.

Activity	Timescale
Public Consultation and internal engagement	1 March 2024 to 5 April 2024
Cabinet - Diverse Council Motion recommendations for approval	14 March 2024

EDI Board - final approval of revised approach, EDI Statement and Equality objectives	18 April 2024
CMT - final approval of revised approach, EDI Statement and Equality objectives - to include an update on EDI activity undertaken in 2023-2024	23 April 2024
Improvement and Scrutiny Committee-Resources -Final approach, EDI Statement and Equality Objectives – to include an update on EDI activity undertaken in 2023-2024	9 May 2024
Cabinet - formal agreement to the revised EDI approach and adoption of the equality objectives	June 2024 (TBC)

3. Consultation

- 3.1 As outlined in the report further internal and external stakeholder engagement will be undertaken. In addition to further employee and senior leader engagement it is proposed to carry out a period of public consultation on the draft equality objectives

4. Alternative Options Considered

- 4.1 The Council could decide not to refresh the strategic approach to Equality, Diversity and Inclusion now and continue with the existing strategy. However, this is not recommended as it is timely to reflect EDI objectives as part of the development of the Council Plan 2025-2029 along with the organisation’s strategic vision, the further development and refinement of the strategic objectives and operating model.

5. Implications

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

6. Background Papers

- 6.1 None

7. Appendices

- 7.1 Appendix 1 – Implications
7.2 Appendix 2 - Equality Diversity and Inclusion Draft objectives

8. Recommendation(s)

8.1 That Committee:

a) Note the proposed revised strategic approach to EDI and draft equality objectives as set out in paragraph 2.2 above as a basis for public consultation and further internal engagement.

b) Agree to receive a further report on 9 May 2024 as set out in the timetable above.

9. Reasons for Recommendation(s)

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.

**Emma Alexander
Managing Director**

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Implications

Financial

1.1 None identified

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 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 strategic approach set out 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 Strong links are already made between the EDI Strategy and the Council Plan and Department based Service Plans. The refresh of the strategic approach to EDI offers a real opportunity of translating organisational improvement and addressing inequalities within these key corporate plans.

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

- 7.1 None identified

EQUALITY DIVERSITY AND INCLUSION DRAFT OBJECTIVES

Objective 1: Understand our diverse communities and use that understanding to shape organisational policy and practice

We will do this by:

- Ensuring equality, diversity and inclusion underpins our planning and delivery and how we manage outcomes and impact on residents.
- Improving how we collect and use information to tell us more about our communities.
- Assessing how our decisions affect different communities, particularly those with poorer life outcomes.
- Working alongside people from all our diverse communities to create services and encourage wider participation in public life.

Objective 2: Lead by example on equality, diversity and inclusion

We will do this by:

- Increasing EDI understanding and confidence amongst all leaders and Elected Members, to further enhance our inclusive culture
- Working with our partners and key stakeholders to understand EDI best practice, share our experiences.
- and generate opportunities for local people and help address inequalities.

Objective 3: Create a working environment that is inclusive where all colleagues feel that they belong and can be their best at work

We will do this by:

- Sharing our stories and learning to understand and accept our differences
- Making our workplaces more accessible and welcoming
- Enabling our employee networks to support the employees they represent
- Demonstrating our commitment to externally recognised standards such as Level 3 Disability Confident Employer

Objective 4: Design, provide and deliver services that are accessible, inclusive and responsive to the needs of the people of Derbyshire and reflect our organisational culture.

We will do this by:

- Developing more equal partnerships between people who use services, providers, carers and employees to deliver better outcomes
- Removing barriers preventing access to services and information

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