

Public Document Pack



Helen Barrington
Director of Legal and
Democratic Services
County Hall
Matlock
Derbyshire
DE4 3AG

Extension
Ivan.Walters@derbyshire.gov.uk
Direct Dial 01629 538328
Ask for Ivan Walters

PUBLIC

To: Members of Improvement and Scrutiny Committee - Resources

Wednesday, 23 February 2022

Dear Councillor,

Please attend a meeting of the **Improvement and Scrutiny Committee - Resources** to be held at **11.00 am** on **Thursday, 3 March 2022** 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 (Pages 1 - 4)

To confirm the non-exempt minutes of the meeting of the Improvement and Scrutiny Committee – Resources held on 2 December 2021

4. Public Questions (30 minute maximum in total) (Pages 5 - 6)

(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. Quarter 3 Financial Monitoring - Presentation

6. Modern Ways of Working - Phase 1 Update (Pages 7 - 16)

7. Equality, Diversity and Inclusion Strategy 2022 - 2025 (Pages 17 - 46)

8. Work Programme 2021/22 (Pages 47 - 52)

PUBLIC

MINUTES of a meeting of the **IMPROVEMENT AND SCRUTINY COMMITTEE – RESOURCES** held at County Hall, Matlock on 2 December 2021

PRESENT

Councillor S Swann (in the Chair)

Councillors J Barron, M Foster, A Hayes, and D Muller

Apologies for absence were submitted on behalf of Councillors R Ashton, J Dixon, J Innes and D Murphy

Also in attendance: Councillor C Hart, Cabinet Member for Health & Communities

16/21 **MINUTES RESOLVED** that the minutes of the meeting of the Improvement and Scrutiny Committee – Resources held on 16 September 2021 be confirmed as a correct record and signed by the Chairman.

17/21 **PUBLIC QUESTIONS**

Question from D Ingham:

Until March 2020 I was employed within the Councils HR Service - I worked for the Council for 32 years and left on VR when the service was restructured

The new selection process applied to Phase 1 of the HR Review and one that had been subject to an Equality Impact Assessment (which stated that the new process to be applied was not expected to have an adverse impact on black, ethnic minority and disabled employees) in actual fact did so significantly. After the process no black and ethnic employees remained employed. It is highly feasible that no disabled employees remained either.

The new process applied deviated from the established use of application forms and normal selection process. In addition, unlike that for normal arrangements, Equal Opportunity Observers were not present throughout the whole process. At the point applicants were scored for the purpose of offering posts they were not present.

Given the presumed number of future establishment reviews within the Council, how can the presenter of the report be confident that if selection processes similar to this continue to be applied that there will not also be an adverse impact on black, ethnic minority and disabled employees.

Response

I am a senior policy officer in the Council and as such have limited detailed knowledge of the HR review to which you are referring to. However, on enquiry, the appointment processes applied within the HR review were formally consulted on with impacted employees and joint trade unions, underpinned by transparent and fair selection criteria which was applied in line with Council policies.

All service/establishment reviews within the Council are subject to an equality impact assessment which is developed and monitored throughout and as a Council we ensure equality of opportunity throughout our recruitment and selection procedures, also being a disability confident employer. The Council recently approved a People Strategy which further strengthens our focus on equality, diversity and inclusion within each of our five people priorities, complimenting the work on our Equality Diversity & Inclusion strategy through the workforce workstream

18/21 PRODUCTION OF 2022-23 REVENUE BUDGET Paul Stone, Assistant Director of Finance attended the meeting to consult with members as part of the process towards production of the 2022-23 budget. Mr Stone gave a presentation to the committee to compliment the detailed report that had been circulated in advance of the meeting which provided members with an update of the Revenue Budget Forecast Outturn for 2021-22, a summary of the Autumn Budget and Spending Review 2021, and an update on Cost Pressure Bids received in respect of the 2022-23 Revenue Budget.

Members were given the opportunity to make comments or ask questions which centred around the forecast overspends on the winter maintenance budget, and the Childrens Services and Safeguarding portfolio. These were duly noted or answered by Mr Stone, and would be considered as part of the consultation process moving forward.

The Chairman, on behalf of the committee thanked Mr Stone for his most comprehensive and informative report.

RESOLVED to (1) note the Revenue Budget Forecast Outturn for 2021-22;

(2) note the key announcements in the Autumn Budget and SR 2021, relevant to local government;

(3) note the quantum of Revenue Budget pressure bids received, which cannot all be funded without significant additional budget reductions across all areas; and

(4) note the actions taken in respect of the shortlisting and agreement of Cost Pressure Bids to support the budget production process.

19/21 DRAFT EQUALITY DIVERSITY & INCLUSION STRATEGY 2022-25

Members had been provided with a detailed update report on the development of the Council's draft Equality, Diversity and Inclusion Strategy 2022-2025 and the proposed timetable for adoption by the Council, and were asked to consider and provide feedback on the draft Equality, Diversity and Inclusion Strategy 2022-2025.

Councillor Carol Hart, Cabinet Member for Health and Communities attended the meeting as this equality, diversity and inclusion came within her portfolio responsibilities, and outlined that the development of a strategy was a key area of work and there was a real appetite for the Council to become more ambitious and to put equality, diversity and inclusion at the heart of everything it did. Councillor Carol Hart and Executive Director lead (Helen Jones) would work together to champion and drive forward the Council's approach.

Wes Downes, Policy Manager gave a presentation to the committee to compliment the report and the draft Equality, Diversity and Inclusion Strategy 2022-2025, which had been circulated in advance of the meeting

Over recent months work had been taking place to develop the Council's new Equality, Diversity and Inclusion Strategy. A wide range of engagement had taken place with internal stakeholders which has involved reviewing the Council's approach and identifying the key challenges and opportunities for the Council and Derbyshire moving forward. The engagement had shown a real appetite for the Council to become more ambitious and to put equality, diversity and inclusion at the heart of everything it does.

The draft Strategy recognised that the Council has worked hard on equality and diversity issues and that this work has resulted in significant changes to services, employment practices and approach. However, there was a recognition that more work needed to take place, particularly in the context of key demographic and economic challenges and wider societal events and issues.

The draft Strategy set out the Council's vision and values for equality, diversity and inclusion and five key priorities to direct activity over the forthcoming three-year period as follows:

- 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

To focus the Council's effort and resource each priority sets out a key aim and outcome and identified areas of focus. Each of the priorities in the Strategy would be supported by a detailed action plan which will be refreshed on annual basis. The action plans would have indicators to measure progress against the priorities. Implementation will be overseen by the Equality, Diversity and Inclusion Board and reporting will align with the Council's business monitoring processes.

In terms of next steps:.

- the strategy would also be subject to a six week period of public consultation during December 2021- January 2022
- Further opportunities for colleagues to contribute to the development of the strategy, action planning and associated workstreams as they develop over the coming weeks
- The Strategy would be supported by an overarching Delivery Plan which is currently being developed by each of the workstreams and will also be informed by feedback from consultation
- Action plans would have indicators to help measure progress against priorities

Members made a number of comments and asked questions on the Strategy which were duly noted or answered by the officers and would be taken into account as part of the consultation process moving forward

The Chairman thanked Councillor Hart and Mr Downes for their update.

RESOLVED (1) to note the work that had taken place to develop the Council's draft Equality, Diversity and Inclusion Strategy 2022-2025 and the proposed timetable for adoption by the Council; and

(2) that officers note the feedback on the draft Equality, Diversity and Inclusion Strategy 2022-2025 prior to the Public Consultation.

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

3rd March 2022

**Report of the Director of Property Services and Director of Organisation
Development and Policy**

Modern Ways of Working (MWow) Phase 1 Update

1. Purpose

- 1.1 To provide an update on Derbyshire County Council's (DCC) Modern Ways of Working (MWow) Phase 1 Programme.
- 1.2 To seek views from I&S Scrutiny on how they wish to be engaged in the programme moving forward.

2. Information and Analysis

2.1 Background

Derbyshire County Council (DCC) wants to base the work, and relationship with the people of Derbyshire on quality of service and process, rather than the desks being used or the buildings in which staff sit in.

The long-term strategic vision for the future model will define the way in which the Council and its staff work. Work undertaken across the organisation and with staff involved has revealed that there is the potential to realise huge benefits for the organisation and the services it delivers to the public by enabling a more agile workforce and smarter working practices.

Benefits include:

- The creation of a more flexible customer experience by working in a range of locations that best suit the needs of our communities, our employees and our residents. Breaking the bond with the corporate centre.

- Enabling more collaborative working and breaking down silos, leading to reduced duplication and more joined up thinking
- An improvement in employee productivity, engagement and retention by enabling our employees to work in a hybrid/flexible way leading to improved employee wellbeing and work life balance
- Creating resilience in service delivery and minimising any future impacts of Covid-19 on the workforce

DCC will work together with partners and communities to be an Enterprising Council, delivering value for money and enabling local people and places to thrive with the following outcomes:

- To work in a range of locations to better meet the needs of staff and those of the residents
- To be agile in the delivery of our services
- Net-zero carbon emissions from DCC estate and property by 2032
- Resilience in the workforce and service delivery to maintain against the impact of COVID-19
- Contributing to the Councils savings plans over the next 5 years by reducing the number of Council buildings by using spaces differently
- Work in a way that drives a productive workforce, is advantageous to retaining and attracting skills.

It is imperative the Council makes better use of available technology and innovation in office design to develop a more flexible working environment. Technology is the key to an agile approach to delivering our services that are working in a range of locations that best suit the needs of communities, employees, and residents.

MWOW Programme – Phase 1

MWOW commenced in September 2020 and started looking at ways in which to maximise the opportunities presented during the recent pandemic to the Council to the way staff worked. The MWOW approach today has been built on the significant shift in working practices, including the rapid implementation and use of new technology across the Council. Increased homeworking and more flexible and agile working practices have been evidenced in recent months.

The programme engaged with a group of over 170 employees to help to start to shape the Council's vision for Modern Ways of Working. A series of workshops were held with this cohort of employees to share their views on what Modern Ways of Working means for them in both the immediate and in the future.

The principal aspiration for MWOW Phase 1, was to reintroduce employees back into County Hall at speed and aligned with the cessation of Covid-19 measures at that time whilst taking advantage of using office spaces in a different way. The programme of activity for MWOW Phase 1 was approved at Cabinet on 17th June 2021, including the allocation of a budget of £400,646 to support implementation.

The Phase 1 Programme comprised of 5 Workstreams:

- 1) People
- 2) Communications & Engagement
- 3) Information Communication Technology (ICT)
- 4) Property
- 5) Information Governance

The Programme was initially focused on County Hall and was widened out to include John Hadfield House and Chatsworth Hall. This involved carrying out departmental surveys to understand what future spaces were required by teams, de-cluttering offices, securing analogue records for movement and re-locating staff.

This work saw the development and installation of more flexible spaces including hot desking, informal break-out areas and additional meetings rooms. Installation of a large number of workstations and pilot meetings rooms equipped with ICT were needed to facilitate agile working and hybrid meetings. The ICT Workstream have been diligent in re-using equipment where possible ensuring it was fit-for-purpose in our new ways of working.

To deliver the first stage of the MWow project it was necessary that staff who could work from home continued to do so until the year end 2021, however, because of the Government's announcement of 'Plan B' in early December 2021, this was extended until late January 2022.

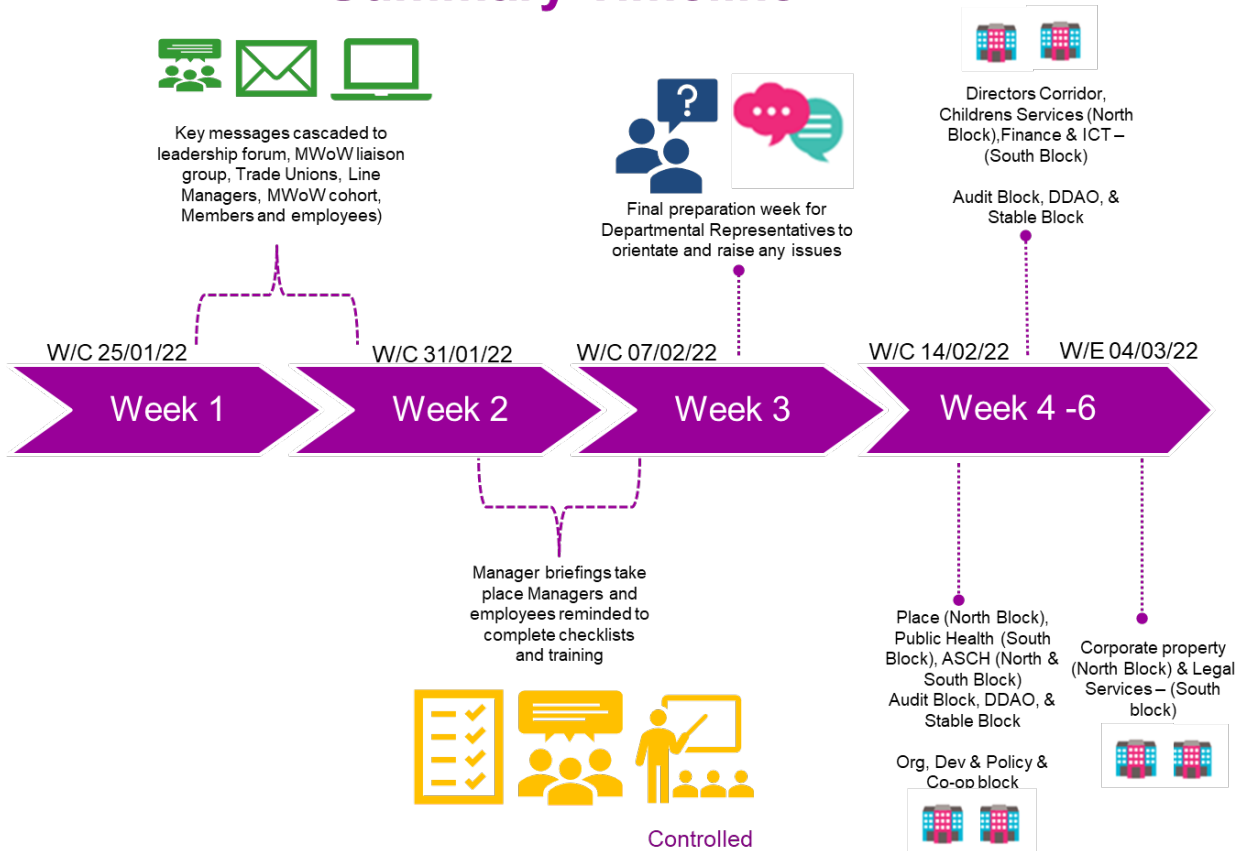
This arrangement provided sufficient time to develop and make available the flexible spaces described above.

On 26th January 2022, the re-occupancy of Derbyshire County Hall was approved. Approximately 80% of the staff previously based at the County Hall complex, John Hadfield and Chatsworth Hall will have been relocated in County Hall by the 4th March 2022, the other 20% have stayed in the existing locations.

2.3 Re-occupancy Timeline & Deliverables

The timeline below provides a summary of supporting activities being carried out for staff to return to County Hall. Managers across the Council were invited to manager briefing sessions detailing the plans for returning to offices and managers were also provided with a checklist to ensure that the return of their teams was successful. Additionally, all information on the MWow programme is available on the Council's website for employees.

Summary Timeline



The following items and activities have been completed to allow teams to return with minimum disruption:

- Team zone and Covid occupancy signage displayed
- Hygiene stations and signage in place including surface spray
- Desk marked in line with current Covid restrictions
- Additional signing in stations in place
- Waste bins in place in Print and Recycle Hubs, Kitchens & Community Hubs
- Paper and stationery collected from John Hadfield House & Chatsworth distributed between all P&R Hubs
- All excess furniture removed and either stored or recycled if broken and beyond repair
- All pictures fixed where requested and touchdown and meeting rooms ready to use
- Plants located for wellbeing / Community hub areas
- All corridors cleared
- Liaison with Vertas, Commissionaires, Reception staff and Directors Secretariat to ensure everyone is up to date with the new procedures
- All excess IT equipment removed
- Unusable old IT equipment sent for disposal
- ICT equipment set up on desks, in line with Covid Restrictions
- Provided ICT floor walkers to assist with IT issues

- Conducted orientation tours with department reps
- Floorplans displayed on each floor to help with the return to work
- All floorplans sent to comms for updating on Our Derbyshire
- All team work-related items moved to new locations
- Curved desks removed and replaced with straight desk

To support the successful return of staff to County Hall, a cohort of employees who represent service areas across the council was formed and subsequently consulted on the plan which helped the Programme develop staff 'critical success factors' for MWow Phase 1, which have all been achieved:

- Facilitated introduction for employees (Walking the floor) on their return to work.
- Online feedback channel in place
- Clean Kitchens and toilets that function
- Staff Wellbeing
- Staff comfortable with their allocated space
- Availability of the right equipment
- Sufficient Storage
- Information for colleagues on use of equipment (Photocopiers)
- Knowledgeable Colleagues who understand expectations at work
- Supply of Hygiene Stations for desk cleaning
- Availability of lockers
- Clear communications on what to expect and who to contact if staff have issues on return
- Details of First Aid arrangements
- Updated fire evacuation signage as all in new spaces so need to know where to go and who to contact

Council Programme 'success factors' below:

- Allocated Team Zones that are efficient and fit for purpose
- Sufficient electronic Signing-in process working effectively
- Hybrid Meeting Rooms fully functional
- Meeting Room booking system working effectively
- Central Stationery Hubs rather than individual purchases
- New Fire Evacuation Systems tested and working
- Adequate provision of First Aid and new process working effectively
- Defibs suitably located around County Hall
- Return to County Hall checklist with updated fire and first aid procedures
- Refreshed COVID-19 secure risk assessment
- Mandatory basic fire e-learning module for staff
- Significant wellbeing information and support on dedicated page on Our Derbyshire

The significant lessons learned from Phase 1 is to ensure Phase 2 is appropriately resourced and realistic planning and timescales on completing the wider estate clearance activities are in place.

MWoW Programme - Phase 2

The short to medium-term strategic vision for the future model will define the way in which DCC and its staff work. Work undertaken across the organisation and with staff involved has revealed that there is the potential to realise huge benefits for the organisation and the services it delivers to the public by enabling a more agile workforce and smarter working practices.

Having now undertaken phase 1, the Programme team intend to 'lock-in' the 'lessons learnt' and ensure they are benefited from during phase 2. This will include ensuring that a realistic timescale and plan is developed for the clearance of the wider estate based on the pilot at County Hall amongst other workstreams.

MWOW Programme Phase 2 is currently being developed and a report will be presented to Cabinet in due course with a clear Business Case to underpin delivery of Phase 2. I&S Scrutiny Committee are asked to consider how they would like to be involved in the programme moving forward.

6. Background Papers

6.1 Final Council-Committee Enterprise Council June 2021



Final
Council-Committee 1

7. Appendices

7.1 Appendix 1- Implications

8. Recommendation(s)

That Committee:

- a) Notes progress and achievements on the MWow Phase 1 Programme.
- b) Acknowledge the intention to develop and submit a MWow Phase 2 report to a future Cabinet Meeting.
- c) Considers how it wishes to be engaged in the MWOW programme moving forward.

9. Reasons for Recommendation(s)

- 9.1 To update Scrutiny Committee on the outcome of Phase 1 of the Modern Ways of Working programme and seek views as to how Scrutiny wish to be engaged moving forward.

Report Author: Darren Rose

Contact details: darren.rose@derbyshire.gov.uk

Implications

Financial

1.1 MWow – Current Financial Position & Forecast 2021/2022

The Cabinet report approved in June 2021 allocated £400k to support the implementation of Phase 1. The budget was split between several areas.

CORPORATE PROPERTY -
£125,000
Removals & Storage
Restore Data Movement
Fire Assembly Point Signs
Insurance
Packing boxes/bin liners etc
Printing & Stationery
Defibs
Digital Sign In

ICT - £125,000
Room 129 - Hybrid meeting
room
Cllr Lewis's room
USB hubs
Risers and HDMI cables
Keyboards

CST - £168,146
Seconded Project Officer -
Salary + oncosts
Agency

Human Resources

2.1

The implementation of phase 1 has not resulted in any changes to employee terms and conditions. Engagement with the Trade Unions and staff has taken place regularly during the phase 1 process.

Equalities Impact

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires DCC, when exercising its functions, to have 'due regard' to:

- The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010
- The need to advance equality of opportunity between persons who share protected characteristics and those who do not
- Foster good relations between those who have protected characteristics and those who do not

Note: 'Protected characteristics' are age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

DCC is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, DCC is also committed to improving the quality of life and wellbeing for all Derbyshire County Council residents in respect of socioeconomics and health determinants.

An Equality Impact Assessment was carried out in December 2021 for Phase 1 of the programme and will remain constantly under review ensuring any plans are in place to address any issues.

Legal

3.1

None directly arising out of the report.

ICT

4.1

None directly arising out of the report.

This page is intentionally left blank



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

IMPROVEMENT AND SCRUTINY COMMITTEE - RESOURCES

3 MARCH 2021

Report of the Managing Executive Director

Equality, Diversity and Inclusion Strategy 2022 - 2025

1. Purpose

- 1.1 To present the Council's final draft Equality, Diversity and Inclusion Strategy 2022-2025 for consideration following consultation.
- 1.2 To enable Elected Members to explore additional opportunities to be further involved in the development of key priorities as set out in the Strategy and identified workstream activities over the forthcoming period.

2. Information and Analysis

2.1 Background

The Public Sector Equality Duty requires all councils to develop and publish their equality and diversity objectives and regularly report on progress. The Council's existing Equality and Diversity Strategy was put in place in 2018 and sets out the Council's key priorities for 2018-2021.

The Council Plan 2021-25 sets out the Council's ambitions in relation to equality, diversity and inclusion with the development of a new strategy to reduce discrimination and tackle inequalities being highlighted as a key deliverable to be in place by March 2022.

2.2 Final Draft Equality, Diversity and Inclusion Strategy 2022-2025

Over recent months work has been taking place to develop the Council's new Equality, Diversity and Inclusion Strategy. A wide range of engagement has taken place with internal stakeholders which has involved reviewing the Council's approach and identifying the key challenges and opportunities for the Council and Derbyshire moving forward.

A report to Resources Improvement and Scrutiny Committee on 2 December 2021 set out the work that had been undertaken on the development of the draft Strategy and sought feedback in advance of consultation with the public. Feedback from the Committee particularly in respect of developing identified actions and deliverables have been fed into the development of the final draft,

The engagement that has taken place has shown a real appetite for the Council to become more ambitious and to put equality, diversity and inclusion at the heart of everything it does.

The final draft Strategy recognises that the Council has worked hard on equality and diversity issues and that this work has resulted in significant changes to services, employment practices and approach. However, there is a recognition that more work needs to take place, particularly in the context of key demographic and economic challenges and wider societal events and issues including the coronavirus pandemic, increased focus on race equality, the increasing violence against women and girls and social mobility amongst many other issues.

The final draft Strategy sets out the Council's vision and values for equality, diversity and inclusion and five key priorities to direct activity over the forthcoming three-year period as follows:

- 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

Work has also been taking place to develop action plans to support delivery of the Strategy through the five equality, diversity and inclusion workstreams. This has resulted in the development of one, two and three-year deliverables and a number of success measures that will be put in place to monitor progress.

It is recognised that the five workstream action plans will develop and evolve over the forthcoming year as the new approach is embedded across the organisation. As a result, the Delivery Plan supporting the implementation of the Strategy is separate document to the main Strategy. This will enable actions and progress against the Delivery Plan to be updated on a regular basis separate to the annual refresh and review of the Strategy document itself.

Approval of the final draft Strategy will be sought from Cabinet at its meeting on 10 March 2022. Following adoption, the Equality, Diversity and Inclusion Strategy 2022-2025 will then be published in accordance with the Public Sector Equality Duty which requires the Council to set out and publish its equality objectives.

2.3 Next Steps

In taking forward the implementation and further development of the Council's work on equality, diversity and inclusion Elected Members are asked to explore through discussion potential opportunities to be further involved in the development of key priorities and workstream activities as set out in the report

The Strategy has been structured around 5 workstreams or main themes. One of these, "Engaged communities able to influence decisions" includes a focus on improving participation by under-represented groups and communities in consultation and participation in public life, and will seek to support Elected Members to champion equality, diversity and inclusion across Derbyshire, growing links with diverse groups and populations.

By working with the Resources Committee, it is hoped that the knowledge, existing experience and skills of Elected Members can be harnessed to help progress such work, and in the process, provide more support to those Members to reach and engage with communities that they may not have close links with at present.

2.4 Implementation and Monitoring Progress

Implementation will be overseen by the Equality, Diversity and Inclusion Board and reporting will align with the Council's business monitoring processes. An Equalities Report will be published annually which will outline the activities the Council has undertaken each year and the progress made.

3. Consultation

- 3.1 A six-week period of consultation was undertaken between 13 December 2021 and 21 January 2022. The consultation enabled communities, employees and organisations to comment on the draft Strategy. The consultation was promoted using a range of methods including the “Have Your Say” webpages and social media. In addition, a range of groups, representing the wide range of protected characteristic groups in Derbyshire, were invited to take part in the consultation.

Consultation on the draft Strategy elicited 50 responses. The majority of respondents agreed with the identified challenges and the priorities that have been highlighted as the areas the Council will focus its attention over the coming period. No major gaps in coverage were identified or highlighted and as such no significant changes are required.

The main issue emerging from the comments received as part of the consultation process is the importance of the Council taking action and implementing the Strategy and ensuring that there are clear measures in place for monitoring progress.

4. Alternative Options Considered

- 4.1 Alternative Option 1 – Retain the existing Equality and Diversity Strategy - this option is not recommended due to the significant changes and challenges emerging in society over the last four years.
- 4.2 Alternative Option 2 - Do not have a separate equality strategy and incorporate equality, diversity and inclusion activity in other Council strategies - this option is not recommended as it is not best practice and could lead to legal challenge.

5. Implications

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

6. Background Papers

- 6.1 None identified.

7. Appendices

7.1 Appendix 1 - Implications.

7.2 Appendix 2 – Final Draft Equality, Diversity and Inclusion Strategy 2022-2025

8. Recommendations

That the Committee:

- a) Note the final draft Equality, Diversity and Inclusion Strategy 2022-2025 which will be considered for approval by Cabinet at its meeting on 10 March 2022.
- b) Explore how Elected Members can further support the development of key actions set out in the Strategy including work to improve community participation and participation in public life as outlined in the report.

9. Reasons for Recommendation(s)

9.1 To ensure Members are aware of the final draft Equality, Diversity and Inclusion Strategy 2022-2025 and the activity that have been undertaken to reach its current state of development.

9.2 To seek views and further explore involvement in the work to deliver the Council's Strategy for Equality, Diversity and Inclusion 2022-2025 as outlined above.

Report Author: Wes Downes

Contact details: wes.downes@derbyshire.gov.uk

Implications

Financial

- 1.1 There are no direct financial implications arising from the draft Equality, Diversity and Inclusion Strategy 2022- 2025 at this point in time. Key to delivering this strategy will be aligning resources to deliver positive outcomes, as far as is practicable to ensure equality, diversity and inclusion is at the heart of everything the Council does.

Legal

- 2.1 The Equality, Diversity and Inclusion Strategy 2022-2025 supports the Council to demonstrate compliance with the Public Sector Equality Duty (PSED) set out in the Equality Act 2010. The PSED is made up of a general equality duty which is supported by specific duties. The specific duty requires the Council to:
- Publish annual information to demonstrate how it is complying with the Public Sector Equality Duty. This information must relate to people who are affected by the Council's policies and practices such as service users and employees
 - Prepare and publish equality objectives at least every four years.

Human Resources

- 3.1 Equality, diversity and inclusion is integral to our workforce processes, policies and practices, and is at the heart of the Council's People Strategy approved in July 2021 with our people ambition of becoming an employer of choice. The Council continues to make positive progress towards having a workforce that reflects its community and where inclusivity is embedded in our practice, with plans being developed aligned to the People Strategy to further strengthen our approaches.

Information Technology

- 4.1 None identified

Equalities Impact

- 5.1 The Equality, Diversity and Inclusion Strategy 2022- 2025 seeks to understand the issues and challenges faced by the people of Derbyshire in order to create a place of opportunity where everyone can

belong, addressing the needs and aspirations of all those who live and work in the county.

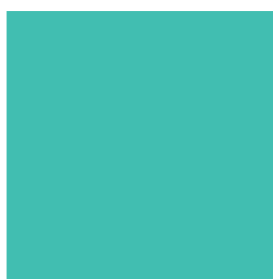
- 5.2 The strategy has been developed by gathering information from a range of impact and needs assessments and involving a range of internal and external stakeholders to identify key challenges and priorities and to confirm these.
- 5.3 Once the Strategy and Delivery Plan have been fully developed, an Equality Impact Analysis will be undertaken to ascertain the potential impact the Strategy and associated Delivery Plan will have on groups that share protected characteristics.

Corporate objectives and priorities for change

- 6.1 The development of the Council's new Equality, Diversity and Inclusion strategy is a key deliverable set out in the Council Plan 2021-2025 to be completed by March 2022.

This page is intentionally left blank

Equality, Diversity and Inclusion Strategy 2022 – 2025



Contents

	Page
Foreword	1
Key challenges and opportunities	2
Context	3
About Derbyshire	4
Progress so far...	5
Equality Diversity and Inclusion 2022-2025	7
- Our vision	8
- Our values	8
- Our Equality, Diversity and Inclusion priorities	9
- Our approach	11
Delivering the Strategy and measuring progress	13
Appendix A - Delivery Plan April 2022	15

Page 26

Foreword

Our vision for Derbyshire is a place where everyone reaches their full potential. To achieve this ambition, every aspect of our work must reflect the society we live in.

This document is our public commitment to equality, diversity and inclusion. It sets out our strategy for the next three years, ensuring we are accountable for what we say, what we do and how we do it.

Derbyshire has a history of championing equality for all. Yet, it is also a county of contrasts, where the gap between the most deprived and least deprived has widened, and where too many people are living in poverty. There is still too big a gap between those with the confidence, networks and qualifications to seize opportunities and those who feel such opportunities are out of reach.

As a provider of services and a major employer we know there is always more work to be done to make our county a fairer place to live and work.

We must also continue to adapt to the needs of our residents, communities, colleagues and partners in a rapidly changing and unpredictable world.

The pandemic highlighted and deepened existing inequalities in Derbyshire. Working alongside our partner organisations, supporting our county to recover and thrive, we need to tackle the issues that led to the pandemic having a greater

effect on some communities.

Embedding equality, diversity and inclusion across the Council helps us to deliver better services to all our residents and to attract and retain a diverse team of employees who reflect the people of our county.

We are fully committed to putting equality, diversity, and inclusion at the heart of everything we do. This strategy is the next stage of our journey.

Cllr Carol Hart
Cabinet Member – Health
and Communities

Emma Alexander
Managing Director

Key challenges and opportunities

Our strategy has been developed in the context of key demographic and economic challenges and wider societal events and issues across the globe. The coronavirus pandemic, increasing awareness of issues around racism, and increasing violence against women and girls amongst many other issues, has created a significant shift and a growing awareness that whilst our work to tackle inequality, discrimination and exclusion has progressed, there is much more we all need to do.

Derbyshire itself is changing, increasingly reflecting national and regional trends. The county's population continues to become more diverse and local economies continue to diversify and adapt to everchanging economic circumstances.





















Challenges are becoming increasingly more complex. Our review of our existing approach has highlighted those areas which we will need to consider as we take forward our strategy over the next three years. These include:

- Deepening inequalities across a greater number of communities of both interest and place as a result of the COVID pandemic.
- Issues raised by local Black and Ethnic Minority communities and our employees suggesting we need to review our approach towards race equality.
- Increases in domestic abuse and hate crime, and an increased awareness of the levels of violence towards women and girls which is a cause for concern.

- The pressure and ongoing challenges of recent events including the impact of the COVID pandemic on our children and young people.
- An increased focus on hidden disability – for example autism and Attention Deficit Hyperactivity Disorder (ADHD) which requires improved access and quality support.
- The lack of social mobility in areas of the county and the need to ensure that our plans for growth do not leave any community behind.
- Increasing divides and reduced cohesion between some protected characteristic communities over new and emerging diversity issues.
- A widening of health inequalities particularly in relation to mental health and wellbeing.
- Ensuring that our people and our policies reflect the increasingly diverse communities that we serve.
- Addressing the challenges raised by an ageing workforce and making sure we are an employer of choice to all.

Addressing challenges and developing a bold and ambitious response will be critical in tackling inequality, promoting opportunities for local people and celebrating and acknowledging the richness which diversity can add to our lives.

Context

 <p>Derbyshire has a growing population of over 807,000 people.</p>	 <p>The average age of a Derbyshire resident is 46 years, well above the England average of 40 years.</p>	 <p>Around one in five adults has a disability or long-term limiting illness.</p>	 <p>Derbyshire has an increasingly ageing population with the 85+ population set to double by 2043.</p>	 <p>Around 500,000 Derbyshire residents (65.0%) hold religious beliefs.</p>
 <p>There are around 33,700 (4.2%) Black Minority and Ethnic residents in Derbyshire.</p>	 <p>More people in Derbyshire use BSL than on average than in England</p>	 <p>Around 2.7% (18,000) people locally identify as lesbian, gay or bisexual (LGB).</p>	 <p>7,828 victims of Violence against women and girls in Derbyshire in 2020-21.</p>	 <p>Higher than national average incidence of depression amongst adults in Derbyshire (13.4%).</p>
 <p>Reported COVID-19 cases have been higher amongst the County's Black and Ethnic Minority communities.</p>	 <p>Around 33,600 (4.3%) people across Derbyshire live within the most deprived 10% of areas in England.</p>	 <p>The gap between the most and least deprived areas in the county has widened considerably over the last 15 years.</p>	 <p>Fewer adults are qualified to degree level within Derbyshire compared to England.</p>	 <p>Five of the county's eight local authorities rank amongst the worst 20% of areas nationally for social mobility.</p>
 <p>There are 14.7% of children, around 25,000, living in poverty in Derbyshire.</p>	 <p>Across the Council the majority of employees, 79%, are female and 52% are aged 50 or older.</p>	 <p>3.2% of the Council's employees are from Black and Minority and Ethnic backgrounds.</p>	 <p>4.9% of the Council's employees have a declared disability.</p>	 <p>Lesbian, Gay and Bisexual Employees make up 2.78% of our workforce.</p>

About Derbyshire

Derbyshire is a place of both geographical and social-economic contrasts.

The county has an older population than England, although the age profile of Derbyshire's population varies enormously. In rural Derbyshire Dales over a quarter of the population are aged 65 or over compared to only one in five of those in South Derbyshire.

The county is set to experience above average population growth over the coming years, with the oldest age groups seeing the greatest increases. There will be marked differences in population growth by locality further changing this dynamic with Amber Valley, Bolsover and South Derbyshire seeing growth above the England average over the next 25 years.

Derbyshire's Black and Ethnic Minority population as a proportion of the population is lower than England. It is anticipated to have grown since the 2011 Census and is now mainly concentrated in Chesterfield, Erewash and South Derbyshire. The largest ethnic minority group is 'Other White' and includes Eastern European communities, followed by Asian communities.

Over 34,000 people across Derbyshire live within the most deprived 10% of areas in England. Cotmanhay in Erewash has been the most deprived area in Derbyshire since 2004 and has worsened over this time. The gap between the most and least deprived areas continues to widen locally, with inequality expected to have worsened as a result of the pandemic.

Life chances remain unequal across the area. Life expectancy at birth varies by more than 15 years between the least and most deprived areas. Around one in five adults of working age have a disability or long-term limiting illness.

There are fewer adults in Derbyshire who are qualified to degree level or above. This differs significantly across the county, from around half of adults having a level four qualification in Derbyshire Dales down to one in five in Bolsover.

Educational attainment varies - the attainment score of girls in the county is higher than for boys, as well as for those with a special education need (SEN). Social mobility, repeatedly highlighted as an issue for the East Midlands as well as Derbyshire where the districts of South Derbyshire, Amber Valley, Bolsover, Chesterfield and Erewash are ranked as social mobility cold spots, continues to be a problem.

Progress so far...

Over recent years the Council has worked hard to advance equality of opportunity, to eradicate discrimination and harassment and to promote good relations between different communities across the county. This has resulted in significant changes to our services, employment practices and our approach. Key achievements include:

Our people

- Improved the proportion of senior managers in the Council who are female from 49.5% in 2017 to 52.6% in 2021.
- Increased the proportion of employees who declare that they have a disability from 2.2% in 2017 to 4.9% in 2021.
- Actively engaged with and supported our BME, Disabled and LGBTQ+ employee networks to participate and help influence our approach to equality, diversity, and inclusion, as a part of our work to improve employee engagement.
- Being recognised as a supportive and inclusive employer through the Disability Confident Scheme, Times Best Employers and the PPMA Excellence in People Management 2021.

- Achieved Disability Confident Employer Level 2 Award and continued working towards Disability Confident Leader Level 3 Award to improve how we recruit, retain and develop disabled people.
- Delivered targeted training to employees on mental health, autism awareness and LGBTQ+ awareness.
- Tackled the stigma towards mental health through programmes such as Time to Change.
- Increased the proportion of Elected Members from diverse backgrounds.
- Reduced Gender Pay Mean Gap from 13.7% in 2017 to 10.4% in 2020 and Gender Pay Median Gap from 25.4% in 2017 to 15.2% in 2020.
- Improved many of our buildings to make them more accessible to our employees and customers.
- Significantly increased the number of apprenticeships offered by the Council, helping many people enter employment for the first time.

Our services

- Significantly improved the accessibility of Council services for members of the public for example improving and making it easier for people to access our services online.
- Mainstreamed Equality Impact Assessments across the Council to ensure the impact of all major policy and service changes on our communities are understood and considered when we make decisions.
- Broadened and expanded our engagement activities to ensure that Black and Ethnic Minority communities, older people, younger people, and disabled people can more easily influence decisions.
- Improved access to services and information for Deaf and hard of hearing people through our commitment to the Charter for British Sign Language
- Developed new services and facilities for older people, including people with dementia.
- Offered a wide range of support before and following an autism or ADHD diagnosis.
- Launched the Derbyshire Autism Information and Advice Service and the Living Well with Autism Service.
- Provided direct support to refugees from Syria to settle in Derbyshire.
- Improved the reporting of hate crime and domestic abuse and the range of support available for supporting victims.
- Undertaken significant work to protect older and vulnerable people from scams and other abuses.
- Put our Thriving Communities approach at the heart of our work with communities.
- Signed up to the Armed Forces Covenant to help support ex-forces personnel living in Derbyshire and achieved Silver Award under the Ministry of Defence Employer Recognition Scheme.

Equality, Diversity and Inclusion 2022-2025

The Council Plan sets out our key priorities:

- Resilient, healthy, and safe communities
- A prosperous and green Derbyshire
- High performing, value for money and resident focused services, and
- Effective early help for individuals and communities

Equality, diversity, and inclusion cuts across all of these.

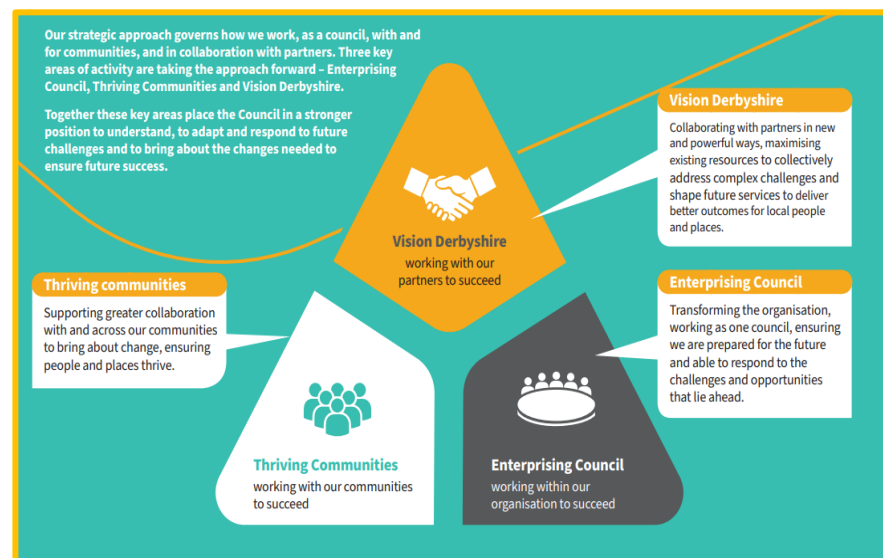
We understand that delivering high quality, effective and inclusive services to local people, having a workforce which reflects the increasingly diverse population of Derbyshire and ensuring that residents and employees are able to achieve their potential and make a positive contribution to the county, region and beyond, will require an ambitious and dynamic response.

Our strategic approach, focusing on three key pillars of activity will support us in achieving our ambitions and will be critical in driving forward our approach which will be delivered by:

- Working with our partners to tackle disadvantage across all our communities and deliver a collective response to

our most complex equalities, diversity, and inclusion challenges.

- Ensuring equalities, diversity and inclusion is embedded and forms a key part of our transformation journey and one Council approach.
- Working with local communities to celebrate diversity in all its forms, developing local solutions which address the needs of our communities, ensuring no one is left behind.



Our vision

Derbyshire is a place where equality, diversity and inclusion is recognised, valued and celebrated, a place where our residents and communities can achieve their potential and make a positive contribution to their local communities, Derbyshire and beyond.

Our values

The Council Plan sets out our values which we apply across all our equality, diversity, and inclusion activity:

- Listening to, engaging with, and involving local people ensuring we are responsive and take account of the things that matter most to them.
- Being open minded, honest, and accountable ensuring the decisions that we make are fair and transparent.
- Spending money wisely making the best use of the resources that we have.
- Working with partners and local communities because we know that we cannot tackle complex problems on our own.
- Being aspirational about our vision for the future, for our organisation, local people, and communities.

- Equality, diversity and inclusion becomes everyone's business in the Council.
- Equality, diversity and inclusion is embedded across all our work, all our plans and strategies, and is a key consideration in assessing our progress against our priorities.
- We create a positive environment so our employees can be themselves at work and we can benefit from the talents and skills which a diverse workforce provides.
- When we listen, engage, and involve local people, we will seek a wide range of views and opinions as possible and ensure that communities feel they can influence what we do and help co-design services if possible.
- We are agile and confident in our approach to equality, diversity, and inclusion, learning and improving all the time.
- We lead by example, and champion the values associated with equality, diversity, and inclusion with our partners, and within communities.

Equality, diversity and inclusion at the heart of all we do

We will apply our values across our equality, diversity and inclusion activity by proactively ensuring that:

Our priorities

During 2022-2025 we will rapidly accelerate our approach, being more ambitious and challenging. We will focus our attention on the following five priorities:

- A diverse and confident workforce
- Employment, skills and business support for people experiencing inequality and exclusion
- Engaged communities able to influence decisions
- Healthy and supported people
- Safe and inclusive places for everyone

A diverse and confident workforce	Employment, skills and business support	Engaged communities able to influence decisions	Healthy and supported people	Safe and inclusive places for everyone
<p>Aim Improve the diversity of our workforce and develop the skills and confidence of our employees to deliver our equality, diversity and inclusion ambitions aligned to the Council's People Strategy</p>	<p>Aim Increase the range and number of employment and skills opportunities, to support businesses and improve qualifications across diverse and disadvantaged communities</p>	<p>Aim Engage with different and diverse communities and increase the range and age of people and those from different backgrounds participating in public life</p>	<p>Aim Address and where possible reduce inequalities in health and the provision of social care and other support</p>	<p>Aim Work with partners and communities to respond effectively to discrimination-based hate and abuse ensuring communities are inclusive places where everyone's contribution is recognised and celebrated</p>
<p>Outcome The Council has a diverse and skilled workforce which is representative of the communities it serves</p>	<p>Outcome A thriving local economy that all our communities can access</p>	<p>Outcome People from all backgrounds can influence decisions and participate in their local community and across Derbyshire</p>	<p>Outcome People in Derbyshire are healthy and feel they have the support they need</p>	<p>Outcome People feel their communities are safe and inclusive for everyone</p>
<p>Key areas of focus</p> <ul style="list-style-type: none"> • Workforce diversity • Fair and inclusive employment policies and practices • Training and behaviours • Personal development and progression • Employee engagement and communication 	<p>Key areas of focus</p> <ul style="list-style-type: none"> • Ensuring diversity within economic and business support programmes and strategies • Improving access to skills and employment • Increasing opportunities for apprenticeships • Increasing social mobility • Supporting disabled people into employment 	<p>Key areas of focus</p> <ul style="list-style-type: none"> • Developing community engagement and co-design • Increasing people from different backgrounds participating in public life • Robust decision making informed by evidence including Equality Impact Assessments and community engagement • Supporting Elected Members to feel confident engaging with all their communities 	<p>Key areas of focus</p> <ul style="list-style-type: none"> • Inequalities in health including mental health and well-being • Impact of COVID-19 on vulnerable groups • Social care and support which meets the needs of increasingly diverse communities • Inequality based on neurodiversity • Educational attainment and aspiration • Helping young people to catch up on missed education 	<p>Key areas of focus</p> <ul style="list-style-type: none"> • Tackling abuse and supporting victims of hate crime and domestic abuse • Violence against women and girls • Tackling ignorance and promoting diversity as a positive aspect of society • Supporting ex-armed forces personal and others in resettling in Derbyshire • Ensure Derbyshire's communities are safe and accessible

Our approach

The Council will continue to take a proactive approach to equality, diversity and inclusion and meet the statutory duties under the Equality Act 2010 which sets out the different ways in which it is unlawful to treat individuals - for example through:

- Direct and indirect discrimination
- Harassment
- Victimisation
- Failing to make a reasonable adjustment for a disabled person.

Page 37 We will have due regard to the Public Sector Equality Duty which sets both general and specific duties to which public bodies are legally bound. In relation to the general duty this means having 'due regard' to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between all people
- Foster good relations between people, tackling prejudice and promoting understanding

Specific duties set out in the Public Sector Equality Duty require the Council to:

- Publish relevant information demonstrating its compliance with the Equality Duty
- Set specific, measurable equality objectives

Delivering our equality, diversity and inclusion ambitions will require ongoing commitment and focus beyond legal compliance so that we continue to build a diverse and inclusive organisation which is reflective of the people we support and the communities we serve.

We want, and need to do more to ensure that equality, diversity and inclusion is at the heart of everything we do, is built into all aspects of our activity and business and drives the Council further along towards its ambitions.

Lead Cabinet Member and Managing Director

Our equality, diversity, and inclusion Lead Cabinet Member and Managing Director lead will work together to champion and drive forward the Council's approach. Together with our recently formed Equality, Diversity and Inclusion Board, which brings together representatives from across the Council, we will rapidly accelerate and broaden our equality, diversity and inclusion efforts.

Equality, Diversity and Inclusion Workstreams

Our Equality, Diversity and Inclusion Board will be supported by a number of workstreams that will be accountable for delivering actions to address the issues identified. In taking forward our approach, we will:

- Ensure robust governance structures and arrangements are in place to help shape and manage our work and progress.
- Ensure that our actions are informed by evidence and we have a detailed and well researched understanding of the barriers which exist for different communities.
- Involve as wide a variety of stakeholders as possible in assessing whether our work is successful.
- Have detailed delivery plans in place which are reviewed and updated on a regular basis.
- Agree clear priorities and targets to measure performance.
- Ensure that equality, diversity, and inclusion issues are reflected in, and shape the Council's strategies and plans.
- Harness the skills, knowledge and commitment of Elected Members, employees, and partners who will play a vital role in delivering the strategy.
- Provide training and support to our Elected Members, employees, and stakeholders to enhance their understanding and commitment to this strategy.

- Develop a workforce and workplace culture which supports the delivery of our equality, diversity, and inclusion ambitions.
- Ensure that celebrating the contribution of all communities is a central part of our approach, creating a positive view of diversity which is clearly communicated to the people of Derbyshire and our employees.

Delivering the Strategy and measuring progress

Delivery Plan

The Delivery Plan attached at Appendix A sets out how equality workstreams, service areas and corporate related activity will work to deliver against the key priorities contained within this Strategy. The Delivery Plan will also be used to monitor progress and achievements against the activities in the plan, ensuring targets are on track and delivered.

All services across the Council contribute to the overall delivery of the Equality, Diversity and Inclusion Strategy 2022- 2025 in a variety of ways. Promoting and embedding equality and diversity both internally within the organisation, and externally across Derbyshire, requires continuous activity in order to create cultural change with a view to attaining the Council's vision where equality, diversity and inclusion is recognised, valued and celebrated.

The Delivery Plan will be reviewed and refreshed throughout the year to ensure that individual workstream action plans are dynamic, respond to emerging issues and reflect progress made. Revised Delivery Plans will be published on the Council's website.

Measuring progress

It is important that we monitor, analyse, and report our progress in achieving the aims set out in this Strategy. This will allow the Council to adapt our approach to ensure we are achieving agreed outcomes. We will publish an Annual Equalities Report which will outline the activities we have undertaken each year and progress made.

Progress against the actions in the Delivery Plan will be tracked and scrutinised by the Council's Equality, Diversity and Inclusion Board and reported to the Council's Corporate Management Team. In order to help assess overall progress we will monitor and report against the following success measures:

- Annual information about the Council's performance on equality, diversity and inclusion is published in forms that are accessible and engaging to citizens.
- Production of timely and relevant Equality Impact Assessments which are used to inform decisions with regular reviews and tracking.
- A workforce that better reflects the demographics of the working age population in Derbyshire.

- Number of successful applicants for employment with the Council from protected groups.
- Proportion of employees who self-declare their diversity characteristics.
- Number of disabled people across Derbyshire assisted to gain employment and training, and to sustain existing employment.
- The proportion of young people who are not in education, employment or training.
- Proportion of residents agreeing that by working together people in a local area can influence decisions that affect the local area.
- Levels of participation in public life that reflect Derbyshire's diverse communities
- Number of people from disadvantaged communities who are able to access health services, support and the screening that they need.
- The gap in life expectancy for men and women between the most deprived and least deprived areas.
- Proportion of people who agree that Derbyshire is a safe place to live.

Appendix A

Delivery Plan April 2022

A diverse and confident workforce

By the end of March 2023, we will have:

- Analysed recruitment data to identify trends within recruitment and selection, progression, retention and understand why people leave the Council.
- Introduced guidance on neurodiversity, sexual orientation, and gender re-assignment in the workplace to help raise awareness amongst managers and employees.
- Engaged with our employee network groups to further develop their role and profile within the Council, review their terms of reference and work collaboratively to organise initiatives and support awareness around EDI.
- Developed a communications plan to celebrate diversity within the workforce and our communities in collaboration with colleagues and community groups and organisations.
- Reviewed current EDI Learning & Development opportunities

By the end of March 2024, we will have:

- Developed a better understanding of our workforce equality data, with regular analysis and reporting taking place.

- Designed and implemented a programme of EDI training and developmental opportunities.
- Identified areas where targeted recruitment campaigns may help improve diversity and considered relevant programmes of positive action such as linking to the Disability Employment Strategy.
- Ensured that recruitment practices and policy development reflect the needs of employees with disabilities and the requirements of the Disability Confident Scheme accreditation.
- Collaborated with other EDI workstreams to develop our workforce policy to achieve the aims of this strategy.
- Embedded EDI within our arrangements for reviewing employment and other policies and procedures.
- Ensured our new ways of working are supporting the needs of a modern workforce and promote a culture of mutual trust, fairness and inclusion.

By the end of March 2025, we will have:

- Promoted an inclusive culture and improved our attractiveness to underrepresented groups and the diversity of our workforce through an embedded annual EDI Workforce Workstream action plan improving our attractiveness to.

Employment, skills and business support for people experiencing inequality and exclusion

By end of March 2023 we will have:

- Launched the Disability Specific Employer Engagement Project.
- Reviewed the Trusted Trader Code of Conduct and opportunities for businesses in the scheme to promote their services to our diverse communities.
- Worked with BME communities, their organisations and partners to help identify how we can improve access to job and training opportunities within Derbyshire.
- Reviewed the effectiveness of programmes aimed at supporting young people and others into work or to improve their skills

By the end of March 2024, we will have:

- Reviewed the Disability Employment Strategy to better respond to supported employment needs and gaps in provision.
- Continued to deliver the YES Derbyshire Youth Hub project to support young unemployed people.
- Carried out work to improve awareness across the Council and other stakeholders/partners of the Attachment Aware programme (Children in care and children in need).
- Supported an increased number of children and young people into employment, education or training, including children in care and children in need.

- Provided creative industries business start-up support targeted at creatives from under-represented groups.
- Carried out work to improve digital skills to help people to access employment, financial support and services.

By the end of March 2025, we will have:

- Worked with partners across the culture, heritage and tourism sectors to build inclusive audience development strategies to help grow more diverse audiences.
- Improved the effectiveness of our offer and range of programmes to people in diverse and disadvantaged communities in relation to employment and skills.
- Improved the diversity of those individuals and groups participating in our arts and culture programmes to ensure they are accessible to all communities.

Engaged communities influencing decisions

By the end of March 2023, we will have:

- Deployed additional resources to increase the pace of our work on Equality Diversity & Inclusion.
- Carried out analysis of the 2021 Census results and produced an equality, diversity and inclusion report based on key findings
- Encouraged more people to understand how local democracy works through a range of activity during Local Democracy Week.
- Drafted a new corporate strategy and action plan for consultation and engagement which will proactively seek to address gaps in community involvement and engagement.
- Developed an online portal for completing and recording Equality Impact Analysis.

By the end of March 2024, we will have:

- Developed an action plan for improving participation in public life as this relates to the functions of the Council.
- Developed and actively promoted corporate guidance on equality monitoring to reflect the Census 2021 and other developments in EDI practice.
- Increased opportunities for the involvement of diverse communities within Derbyshire to participate in consultation and engagement activity and produced guidance on how they may be involved in the democratic processes of the Council.

- Updated community profiles and equality profiles to support policy and service development across the Council.
- Developed guidance on web accessibility for colleagues.
- Further engaged diverse communities in the development and delivery of library services through volunteering, Friends Groups and Community Managed Libraries.
- Introduced a new Customer Management System that will be capable of holding better information about the diversity of our customers and their needs.

By the end of March 2025, we will have:

- Reviewed our processes and systems for interpreting and translation, including BSL to ensure they are fit for purpose and good value for money.
- Increased opportunities for people from our diverse communities to participate in public life and significantly improved levels of participation in our consultations.
- Embedded the use of Census 2021 data to inform policy and service decisions and as a basis for comparative research and analysis.
- Developed detailed community and equality profiles covering Derbyshire.

Healthy and supported people

By the end of March 2023, we will have:

- A better understanding of the diverse communities of Derbyshire and specifically, the health inequalities that have been compounded and created by COVID.
- Embedded learning about strategies to reduce inequalities during COVID to help rebuild communities, promote community wellbeing, and ensure services are tailored to meet the diverse needs of Derbyshire residents.
- Developed links with the Disability Employment and Autism strategies and the EDI strategy recognising that meaningful employment contributes to health and wellbeing.
- Have a deeper and richer understanding of the needs of specific communities such as Derbyshire's Deaf and hard of hearing communities.
- Launched the 'We are Derbyshire' strategy and plan, a key aim of which is to improve social mobility in Derbyshire
- Introduced programmes of support which are intended to improve phonics and reading across all key stages and provide outdoor learning opportunities to the most vulnerable students

By the end of March 2024, we will have:

- Collaborated with other EDI workstreams to develop a shared understanding of the needs of Derbyshire communities, geographical and of identity, and the structures and processes that drive and deepen health inequalities.

- Used tools such as health equity audits to identify the barriers some communities have in accessing services and achieving positive outcomes from services and put action plans in place to respond to identified health inequities.
- Further engaged communities to help inform strategies for addressing health inequalities.
- Continued to work with partners across health and social care to embed coproduction into the way we work.
- Promoted access to health advice and support through Council services such as libraries and other information access points.

By the end of March 2025, we will have:

- Identified and worked to remove the barriers that prevent all our communities feeling healthy and supported using a coproduction approach alongside our partners.
- Implemented plans as part of Derbyshire Education Investment Area that target investment, support and action to help children from all backgrounds and areas to succeed at the very highest levels.

Safe and inclusive places for everyone

By the end of March 2023, we will have:

- Commissioned joint domestic abuse support services for male and female victims and their children.
- Jointly commissioned Pre National Referral Mechanism support provision for victims of Modern Slavery.
- Identified how the Council can meet the duties in respect of armed forces personnel and their families arising out of the new public duty through our policies, services and functions.

By the end of March 2024, we will have:

- Supported people identified as at risk to develop their understanding of hate crime and how it can be reported in ways that are appropriate to their needs.
- Taken action to respond to national and local spikes and trends to support at risk communities to understand hate crime and how to report and access support.
- Continued to develop third party reporting centres / processes within the monitored Hate Crime strands and organisations that represent all Hate Crime strands.
- Undertaken work with marginalised communities to raise awareness of Domestic Abuse and increased the uptake of available services.
- Worked with criminal justice partners to develop a whole systems approach (the Blueprint) to address the complexities of women and girls in the criminal justice system.

- Provided more victims of modern slavery with a greater understanding of the National Referral Mechanism.
- Managed and continued to deliver a refugee resettlement programme in Derbyshire.
- Provided ongoing awareness raising for staff, partner agencies and the voluntary sector on subjects such as hate crime, modern slavery, cybercrime, substance misuse, domestic abuse and sexual violence etc.
- Developed designated libraries as Libraries of Sanctuary welcoming refugees and asylum seekers through inclusive events, library stock and resources and advice and support.

By the end of March 2025, we will have:

- Through an embedded annual EDI Workstream action plan we will ensure that people feel their communities are safe and inclusive for everyone.
- Put in place policies and systems to help us meet the duties to armed forces personnel.

- The proportion of young people who are not in education, employment or training.
- Proportion of residents agreeing that by working together people in a local area can influence decisions that affect the local area.
- Levels of participation in public life that reflect Derbyshire's diverse communities
- Number of people from disadvantaged communities who are able to access health services, support and the screening that they need.
- The gap in life expectancy for men and women between the most deprived and least deprived areas.
- Proportion of people who agree that Derbyshire is a safe place to live.



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

IMPROVEMENT AND SCRUTINY COMMITTEE - RESOURCES

THURSDAY, 3 MARCH 2022

Report of the Director - Legal and Democratic Services

Work Programme 2021/22

1. Purpose

- 1.1 To inform Members of the current work programme (2021/22) and to invite proposals for items to be included in the 2022/23 work programme

2. Information and Analysis

- 2.1 It is considered good practice that each Scrutiny Committee develops and agrees an annual work programme. The identification of relevant topics and their allocation to a specific meeting date, focuses the work of the Committee and promotes transparency.
- 2.2 The work programme for 2021/22 is given at Appendix two and shows that there is one more committee meeting in the current municipal year.
- 2.3 Work on preparing the draft 2022/23 work programme will commence shortly, after the refresh of the Council Plan and the Departmental Service Plans have been considered by Cabinet on 10 March.
- 2.4 It is proposed that a draft 2022/23 work programme will be submitted to this Committee on 12 May for consideration.
- 2.5 Members are invited to put forward potential items for inclusion in the draft 2022/23 work programme. This can be done during the Committee meeting or in discussion with the Chair of the Committee.

- 2.6 Members are advised that scrutiny work programmes are best viewed as flexible documents. The timescales are indicative of when each issue will be considered by the Committee. Throughout the year timings may change and new issues may emerge. For example, new items may be identified from the Council's Forward Plan.
- 2.7 When identifying issues for the work programme Members are advised to consider:
- How the issue aligns with the Council Plan priorities
 - Whether the issue is in the public interest
 - If there has been a change to National Policy and how this will affect people in Derbyshire
 - If there are any performance, financial or safety concerns about a particular service or function
 - How consideration by the Scrutiny Committee will add value.

3. Consultation

- 3.1 Scrutiny work programmes are developed in consultation with Committee members. They are also informed by discussions with Executive Directors, who offer guidance about the timing of the committee's involvement, to ensure that scrutiny work coincides with the availability of performance data, specific milestones, and appropriate stages of policy development.

4. Alternative Options Considered

- 4.1 The option of not having a work programme was rejected as it is considered important that topics are allocated to specific meeting dates in order to focus the work of the Committee and promote transparency.

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 – 2021/22 Work Programme

8. Recommendation(s)

That Committee

a) Notes the 2021/22 work programme

b) Notes that work on the development of the 2022/23 work programme is about to commence and that Members are invited to propose items for consideration.

9. Reasons for Recommendation(s)

9.1 To inform Members of the remaining items on the current work programme (2021/22) and to enable the Committee to develop its 2022/23 work programme

Report Author: Roz Savage

Contact details: roz.savage@derbyshire.gov.uk

Implications

Financial

1.1 None Identified for this report

Legal

2.1 None Identified for this report

Human Resources

3.1 None Identified for this report

Information Technology

4.1 None Identified for this report

Equalities Impact

5.1 None Identified for this report

Corporate objectives and priorities for change

6.1 None Identified for this report

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

7.1 None Identified for this report

Appendix 2
Improvement and Scrutiny Committee – Resources
2021/22 Work Programme

12 May 2022 (2pm)			
Topic	Lead Officers	Purpose	Portfolio Holder
Vision Derbyshire (Innovation governance and service delivery)	Emma Alexandra & Helen Barrington	To consider the Vision Derbyshire approach and progress made to date	Cllr Lewis
Wellbeing action plan	Jen Skila	To consider the initiatives that have been delivered following the implementation of the wellbeing action plan, their uptake, and the associated outcomes.	Cllr Spencer
ICT Strategy Update	Pete Handford Rob Pearson	To consider progress against the delivery of the ICT Strategy	Cllr Spencer

This page is intentionally left blank