

FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

10 MARCH 2022

Report of the Managing Director

Equality, Diversity and Inclusion Strategy 2022 - 2025

1. Purpose

- 1.1 To seek approval to adopt the final draft Equality, Diversity and Inclusion Strategy 2022-2025.

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 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. The engagement 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 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 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.

2.3 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 – Draft Equality, Diversity and Inclusion Strategy 2022-2025

8. Recommendation

It is recommended that Cabinet:

- a) Approve the final draft Equality and Diversity Strategy 2022 – 2025.

9. Reasons for Recommendation(s)

9.1 The Council's approach to equality, diversity and inclusion underpins all of its decision-making including key plans and policies. Approval of the Equality, Diversity and inclusion Strategy 2022 – 2025 will support the Council to demonstrate compliance with the Public Sector Equality Duty (PSED) set out in the Equality Act 2010 and reflects the context within which the Council is operating.

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Implications

Financial

- 1.1 There are no direct financial implications arising from the draft Equality, Diversity and Inclusion Strategy 2022- 2025. 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.

Equality, Diversity and Inclusion Strategy 2022 – 2025



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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



Derbyshire has a growing population of over 807,000 people.



The average age of a Derbyshire resident is 46 years, well above the England average of 40 years.



Around one in five adults has a disability or long-term limiting illness.



Derbyshire has an increasingly ageing population with the 85+ population set to double by 2043.



Around 500,000 Derbyshire residents (65.0%) hold religious beliefs.



There are around 33,700 (4.2%) Black Minority and Ethnic residents in Derbyshire.



More people in Derbyshire use BSL than on average than in England



Around 2.7% (18,000) people locally identify as lesbian, gay or bisexual (LGB).



7,828 victims of Violence against women and girls in Derbyshire in 2020-21.



Higher than national average incidence of depression amongst adults in Derbyshire (13.4%).



Reported COVID-19 cases have been higher amongst the County's Black and Ethnic Minority communities.



Around 33,600 (4.3%) people across Derbyshire live within the most deprived 10% of areas in England.



The gap between the most and least deprived areas in the county has widened considerably over the last 15 years.



Fewer adults are qualified to degree level within Derbyshire compared to England.



Five of the county's eight local authorities rank amongst the worst 20% of areas nationally for social mobility.



There are 14.7% of children, around 25,000, living in poverty in Derbyshire.



Across the Council the majority of employees, 79%, are female and 52% are aged 50 or older.



3.2% of the Council's employees are from Black and Minority and Ethnic backgrounds.



4.9% of the Council's employees have a declared disability.



Lesbian, Gay and Bisexual Employees make up 2.78% of our workforce.

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.

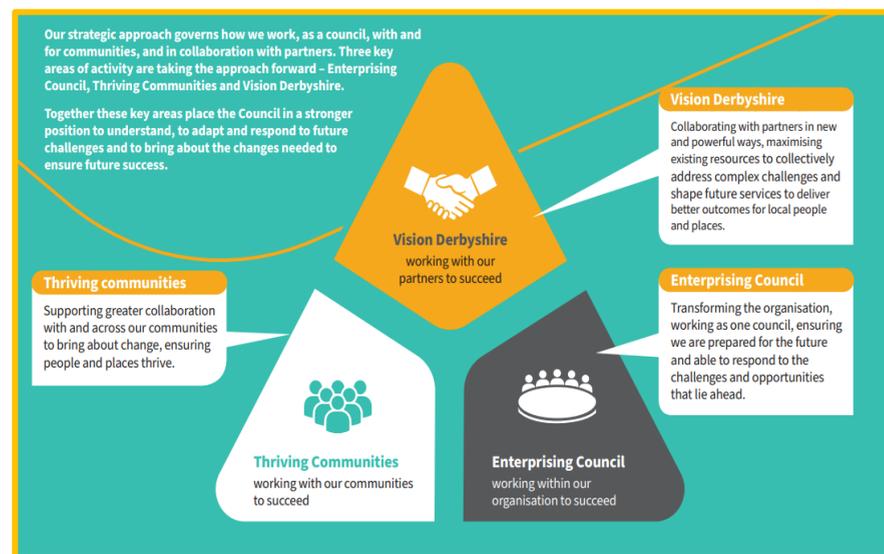
We understand that delivering high quality, effective and inclusive services to local people, having a workforce which reflects the increasingly diverse population of Derbyshire and ensuring that residents and employees are able to achieve their potential and make a positive contribution to the county, 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 at the heart of all we do

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

- 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.

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 practice • 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.

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.