

**Dorset Council Equality,
Diversity and Inclusion
(EDI) Action Plan
2024-202**

Action Plan

1. How has the action plan been organised?

The action plan has been divided into four actions based on the LGA Equality Framework. These are:

Action 1: Understanding and working with your communities living within the Dorset Council area

Action 2: Leadership, Partnership and Organisational Commitment to EDI within the Dorset Council area

Action 3: Develop, commission and deliver inclusive and responsive services

Action 4: Diverse and engaged workforce

The action plan is divided into three areas: indicator, measurement and actions. The indicator column provides the criteria we are planning to meet, and the second column outlines our measurement and what actions are being undertaken. Under the actions heading, tasks have been identified, who is responsible for them and when they will be completed. It is recognised that the person responsible may delegate this responsibility to another. If this occurs the individual identified will still be expected to provide a report on activity. It is also important to view the action plan as a living document which may result in a change in task and date for completion.

2. How will progress be monitored?

Monitoring activity will be overall the responsibility of the EDI Strategic Board. The following reporting progress is being introduced to help with the provision of updates. It would cover the following areas:

- Objective/LGA Theme
- Measure
- Task
- Who is responsible for the task?
- Date for completion
- What is our starting position in relation to this task?
- What quantitative and qualitative data is available concerning this task?
- Is there any evidence of impact to date in relation to this task?
- What quantitative and qualitative data is available to support the impact?
- Any issues of concern or risks in relation to this task
- Recommendations

A RAG approach is being introduced to help with the tracking of identified tasks within the EDI action plan).

Green – The task is going well and is progressing as planned.

Amber – the task is progressing, but it is facing potential issues. Support maybe required from the Board or Operational Group members.

Red – there are problems with the specific action. Action is required from the Board or Operational Group members.

Action 1: Understanding and working with your communities living within the Dorset Council area

- 1.1 Collecting and sharing information
- 1.2 Analysing and using data information
- 1.3 Effective community engagement
- 1.4 Fostering good community relations
- 1.5 Participation in public life

Objective 1: Understand and foster good relations with and within our communities

Indicator	Measurement	Actions		
		Task	Who	By when
1.1 Collecting and sharing information Developing category: The organisation has gathered and published information and data on the profile of its communities and the extent of inequality and disadvantage. Plans are in place to collect, share and use equality information with partners.	Dorset Council is clear about what sources of information (both local and national) are relevant and useful. The organisation knows what information is already being collected – internally and by its partners, including voluntary and community sector stakeholders. Some information and data have been gathered and published. The organisation is working with its partners to ensure information is shared effectively. Partners ensure efficient collection of data that avoids duplication. The council is compliant with GDPR legislation in its collection, analysis storage and use of data and information.	1.1.1 Understand what community information is currently collected by different Directorates and partners.	Principal Research Officer – Social	End of Summer 2024
		1.1.2 Ensure employees undertake data protection <u>training</u> available via the Learning Hub.	All Line Managers	Ongoing
		1.1.3 Publish an EDI dashboard which provides information concerning the different communities living within the Dorset Council area by protected characteristics.	Equality, Diversity and Inclusion Officer Business Intelligence Team	End of March 2024
		1.1.4 Promote available information about the different communities living in Dorset to officers and partners through the Data and insight for Dorset and EDI SharePoint pages .	Principal Research Officer – Social	Ongoing

Objective 1: Understand and foster good relations with and within our communities

Indicator	Measurement	Actions		
<p>Achieving category: Relevant, proportionate and appropriate information about the local communities and their protected characteristics is being gathered. Information is shared appropriately across the organisation and with partners, informing the planning of services and contributing to better outcomes.</p>	<p>Information is analysed on the basis of different communities, including those sharing protected characteristics. Quantitative and qualitative research methods are used to gather data and information. National and regional data is used and analysed. Information from ward councillors is gathered in a systematic way. Data is easily accessed, shared and used by departments across the organisation. The council is working with partners to address identified gaps in information. Data is disaggregated using the same or similar categories. Information is being shared to identify and measure equality needs and to understand and measure outcomes for the area. There are robust and effective protocols in place for sharing information between partners and within the council and to ensure data protection. Information is being captured about health and the social determinants of health including socio-economic deprivation and other inequalities.</p>	<p>1.1.5 Publish EDI Dorset Council data as part of the annual public sector equality duty reporting.</p>	<p>Equality Diversity and Inclusion Officer</p>	<p>The end of March each year</p>
		<p>1.1.6 Monitor complaints and compliments by protected characteristics to follow any inequality or discrimination.</p>	<p>Complaints Manager - Assurance</p>	<p>Ongoing</p>

Objective 1: Understand and foster good relations with and within our communities

Indicator	Measurement	Actions		
<p>1.2 Analysing and using data information</p> <p>Developing category: Systems are being developed to analyse soft and hard data/intelligence about communities, their needs and aspirations.</p>	<p>Dorset Council is developing and improving systems for collating and analysing the different sets of data being collected. Information is collected by front-line employees or key decision makers and taken account of. Information captured about inequalities is used in decision making. The council is compliant with GDPR legislation, analysis and use of data and information.</p>	<p>1.2.1 Data provided by the Residents Survey is used to inform service planning, commissioning and decision-making.</p>	<p>Principal Research Officer – Social</p>	<p>March 2024</p>
<p>Achieving category: Information and data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities</p>	<p>Data is used to inform the setting of relevant equality objectives, and these are regularly monitored. Data is used in service planning, commissioning and decision making. Data is continuously gathered and analysed. Information is disaggregated in a meaningful way, by relevant protected characteristic and other factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need.</p>	<p>1.2.2 Available data is used to inform the setting of relevant equality objectives and equality impact assessment work.</p>	<p>Business Intelligence Team Equality Diversity and Inclusion Officer</p>	<p>Ongoing</p>
		<p>1.2.3 Ensure employees undertake data protection training available via the Learning Hub.</p>	<p>All Line Managers</p>	<p>Ongoing</p>
		<p>1.2.4 Available Dorset Council and system data is used to inform the setting of relevant equality objectives and priorities at EDI Strategic Board meetings.</p>	<p>EDI Strategic Board members</p>	<p>Every three months</p>
		<p>1.2.5 Grant funding applications are analysed by national and local protected characteristics to establish what communities are being funded.</p>	<p>Grants Monitoring Officer</p>	<p>Ongoing</p>

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Indicator	Measurement	Actions		
	Information and data are used effectively as part of impact assessment/risk assessment ensuring due regard is given to the public sector equality duty. Performance data is monitored against equality objectives and outcomes with key partners and other stakeholders. EDI outcomes for commissioned and procured services are monitored and reported on.	1.2.6 Work with EDI groups based in Dorset to prepare them to build capacity to make applications for funding.	Grants Monitoring Officer Equality Diversity and Inclusion Officer	Ongoing
<p>1.3 Effective community engagement</p> <p>Developing category: A whole council approach to the development of inclusive community engagement structures is being developed throughout the organisation. There are opportunities for communities to be involved in decision making.</p>	The council has an agreed approach to engagement. It is clear about different levels of engagement (i.e. informing, consulting, participating, co-producing) and when these are appropriate. Engagement structures are in place. There are opportunities for under-represented groups to engage with decision making. The organisation can evidence examples of these opportunities. Shared engagement structures/mechanisms are in development with partners. There are some shared engagement activities with partners.	<p>1.3.1 Publication and delivery of Dorset Council's Voluntary and Community Sector Strategy. It outlines how we will make a greater difference to those in our communities who need support.</p> <p>1.3.2 Ensure good representation of EDI groups at funding workshops.</p>	<p>Business Partner - Communities & Partnerships Equality Diversity and Inclusion Officer Senior Consultation & Engagement Officer</p> <p>Grants Monitoring Officer Equality Diversity and</p>	<p>January 2024</p> <p>Ongoing</p>

Objective 1: Understand and foster good relations with and within our communities

Indicator	Measurement	Actions		
		<p>1.3.3 Collaborate with the Armed Forces Covenant programme to develop the library service's role in supporting members of the Armed Forces and their families in Dorset.</p>	<p>Inclusion Officer</p> <p>Libraries Business Partner - Communities & Partnerships Covenant Programme Board</p>	<p>End of 2024</p>
		<p>1.3.4 Collaborate with the Dorset Council EDI groups, networks, and governance to improve provision of accessible services.</p>	<p>Assets and Regeneration Libraries Equality Diversity and Inclusion Officer</p>	<p>By spring 2024</p>
<p>Achieving category: Integrated engagement mechanisms and structures are in place to involve stakeholders in scrutinising service delivery, decision-making and progress. The council engages with all its communities when making decisions, including those</p>	<p>People from under-represented groups are encouraged and enabled to participate in decision making. A range of engagement methodologies are used. Priorities have been changed as a result of community engagement with a clear and demonstrable evidence basis. The organisation and its partners share information and the results of engagement activities to</p>	<p>1.3.5 Involve local people/EDI groups in decisions and issues that affect them, which builds trust and confidence in council processes and decision-making.</p>	<p>All officers Senior Consultation & Engagement Officer Equality Diversity and Inclusion Officer</p>	<p>Ongoing</p>

Objective 1: Understand and foster good relations with and within our communities

Indicator	Measurement	Actions		
from under-represented groups.	<p>ensure that particular groups are not being over consulted with. There is an increase in the involvement of underrepresented groups.</p> <p>Engagement with the community and voluntary sector and the wider community effectively inform decisions. There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing priorities. Feedback is given and people in the community are able to challenge and have their views taken account of.</p>	<p>1.3.6 Collaborate with partners and the community and voluntary sector on EDI issues e.g. Gypsy & Traveller Liaison Group, Dorchester Access Group and South Dorset Access Forum.</p>	<p>Equality Diversity and Inclusion Officer</p>	<p>Ongoing</p>
		<p>1.3.7 Provide space where residents can connect with health and wellbeing opportunities, partners and groups.</p>	<p>Adult Social Care, Our Dorset Integrated Care System, Public Health Dorset, LiveWell Dorset</p>	<p>By winter 2025</p>
		<p>1.3.8 Explore making connections with Dorset's health and care networks and promote library's social prescribing offer.</p>	<p>Our Dorset Integrated Care System</p>	<p>By winter 2025</p>
		<p>1.3.9 Continue to support Dorset Council residents who are experiencing cost of living challenges through specific projects.</p>	<p>Cost of Living Group</p>	<p>Ongoing</p>

Objective 1: Understand and foster good relations with and within our communities

Indicator	Measurement	Actions		
<p>1.4 Fostering good community relations</p> <p>Developing level: Structures are in place within the council and across partnerships to understand community relationships and map community tensions.</p>	<p>There are joint partnerships responsible for monitoring community tensions. The council has a strategy in place to consider community cohesiveness. Council communications/ promote positive relations.</p>	<p>1.4.1 Provide updates on harassment and hate crimes and the response, including violence against women and girls, at meetings of the EDI Operational Group.</p>	<p>Service Manager for Community Safety</p>	<p>Ongoing</p>
		<p>1.4.2 To put in place a strategy to strengthen community cohesion.</p>	<p>Service Manager for Community Safety EDI Officer</p>	<p>January 2025</p>
		<p>1.4.3 Collaborate with partners and the community and voluntary sector on EDI issues e.g. Gypsy & Traveller Liaison Group, Dorchester Access Group and South Dorset Access Forum.</p>	<p>Equality, Diversity and Inclusion Officer</p>	<p>Ongoing</p>
		<p>1.4.4 Establish libraries as inclusive, welcoming and trusted spaces, offering refuge and support.</p>	<p>Libraries Communities and Engagement</p>	<p>By summer 2024</p>

Objective 1: Understand and foster good relations with and within our communities

Indicator	Measurement	Actions		
		1.4.5 To continue participation in refugee resettlement and asylum seekers programmes.	Manager for Refugee Resettlement Service Manager for Ukraine Libraries	Ongoing
<p>Achieving level: The council and its partners have a strong understanding of the quality of relations between different communities and collectively monitor relations and tensions. The council and its partners are actively engaged in planning and delivering activities that foster good relations.</p>	<p>Harassment and hate crimes are monitored and analysed regularly. Appropriate action is taken to address the issues that have been identified. Members play a role in monitoring community relations and reporting intelligence. Data is available, and it is disaggregated to cover the protected characteristics. Data and intelligence is regularly analysed and acted upon. Stakeholders and communities are involved in the monitoring of community relations and cohesion.</p>	1.5.1 Working in partnership with community groups and Dorset Police to monitor harassment and hate crimes and take appropriate action which involve media campaigns or delivering development opportunities.	Service Manager for Community Safety Equality, Diversity and Inclusion Officer	Ongoing
<p>1.5 Participation in public life</p> <p>Developing category: Dorset Council has a clear understanding of the level of participation in public life by</p>	<p>The organisation has a clear understanding of the level of participation in public life by different communities/protected characteristics. This can include involvement in local democracy and representation e.g. school governors, councillors, board</p>	1.5.2 Invite the individuals who are taking part in local democracy and representation to share their demographic information on a voluntary basis.	Service Manager for Democratic Services	Ongoing

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Indicator	Measurement	Actions		
different communities/protected characteristics. This can include involvement in local democracy and representation e.g. school governors, councillors, board members of voluntary/statutory sector organisations.	members of voluntary/statutory sector organisations.			
<p>Achieving category: Local people are encouraged to participate in public life or in other activities where they are under-represented. The council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.</p>	<p>The council actively informs and involves local people, including under-represented groups, in opportunities for public participation. The range of participation is wide - from involvement in service consultations to participation in community-based forums, to becoming school governors etc. Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.</p>	<p>1.5.3 Facilitate opportunities for Dorset residents to participate in the democratic process, for instance, remote attendance, inclusive access to meetings etc</p> <p>1.5.4 Provide opportunities, activities or events for engagement with democratic processes (e.g. Youth Parliament elections, councillor shadowing opportunities, and activities for International Democracy Day).</p>	<p>Service Manager for Democratic Services</p> <p>Service Manager for Democratic Services</p>	<p>Ongoing</p> <p>Ongoing</p>

Action 2: Leadership, Partnership and Organisational Commitment to EDI within the Dorset Council area

- 2.1 Political and officer leadership
- 2.2 Priorities and partnership working
- 2.3 Using Equality Impact Assessment
- 2.4 Performance monitoring and scrutiny

Objective 2: Demonstrate our leadership, partnership and organisational commitment to equality, diversity and inclusion

Indicator	Measurement	Actions		
		Task	Who	By when
2.1 Political and officer leadership Developing category: The political and executive leadership of Dorset Council have publicly committed to reducing inequality, fostering good community relations and challenging discrimination.	Senior leaders in the council have stated their commitment to a diverse workforce and have made clear what is expected from employees when delivering services to the community. Leadership on EDI is demonstrated in a way that is recognised and understood by the organisation and local communities. Leaders have publicly committed to improving equality in their area. There is some evidence of action, not just 'talking about it'. The organisation has established and publicised a strong business case for its equality work. There is evidence that the organisation is aware of the socio-economic duty within the Equality Act 2010. The organisation regularly communicates its commitment to promoting equality to employees and the community. There is evidence that publications reflect the organisation's commitment to equality and fostering good relations. There is adequate resourcing and some expertise for EDI work across the organisation.	2.1.1 Members of ELT and elected members support the council being a member of several EDI accreditations, charter marks, strategic commitments and frameworks.	Portfolio Holder for Corporate Development and Transformation	Ongoing
		2.1.2 Dorset Council signs the Unison anti-racist charter. It requires the council to several commitments within 12 months of signing.	Portfolio Holder for Culture and Communities Executive Director (Corporate Development S151)	Ongoing
		2.1.3 Members of the Extended Leadership Team communicate their commitment to EDI at key points throughout the year via meetings. This would be through adopting an Equality, Diversity and Inclusion ROADmap objective which supports aspects of the work outlined in this organisational action plan.	Senior Leadership Team and Corporate Leadership Team	Ongoing

		<p>2.1.4 To ensure there is a nominated, elected member who acts as the EDI representative for the council.</p> <p>2.1.5 To ensure a representative from the Senior Leadership Team, acts as the Chair for the EDI Strategic Board.</p> <p>2.1.6 Senior leaders share a zero-tolerance commitment to bullying, harassment and discrimination at key points throughout the year via Team meetings, manager/leadership forums, Directorate meetings and organisational events. This would involve sharing relevant policies and available support.</p> <p>2.1.7 Corporate Directors agree to become senior sponsors of Employee Networks every two years.</p>	<p>Senior Leadership Team and Corporate Leadership Team</p> <p>Senior Leadership Team and Corporate Leadership Team</p> <p>Senior Leadership Team and Corporate Leadership Team</p> <p>Senior Leadership Team and Corporate Leadership Team</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
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		<p>2.1.8 Senior Leaders attend EDI events within and outside the council and draw on this learning to share and inform organisational practice.</p> <p>2.1.9 An annual budget is in place to support EDI work within and outside the council.</p> <p>2.1.10 To ensure Dorset Council shows 'due regard' to the principles of the Armed Forces Act 2021.</p>	<p>Senior Leadership Team and Corporate Leadership Team</p> <p>Business Partner - Communities & Partnerships</p> <p>Business Partner - Communities & Partnerships</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>Achieving category: Political and executive leaders demonstrate personal knowledge and understanding of local communities and continue to show commitment to reducing inequality.</p>	<p>Senior leaders can demonstrate their commitment to EDI in decision-making and how this informs the way the organisation responds to challenges. Senior leaders demonstrate knowledge and commitment to equality issues. They 'walk the talk'. There is evidence that equality considerations inform their decision-making. Senior leaders understand the value and impact good communications can have and ensure that publications, websites and other communications channels are as diverse as possible. The council promotes a positive narrative around EDI and good relations across the whole community. It has influence in wider communities and partnerships, on a</p>	<p>2.1.11 Share the learning from the 'Leading for Inclusion Dorset Change Agents Programme' with officers and members to shape future organisational activity.</p> <p>2.1.12 Elected members and senior officers proactively facilitate discussions surrounding EDI matters which are attracting public and media interest.</p> <p>2.1.13 Deliver a programme of key EDI events to raise</p>	<p>Senior officers who have undertaken the programme</p> <p>Elected members Extended Leadership Team.</p>	<p>End of May 2024</p> <p>Ongoing</p> <p>Ongoing</p>

	<p>range of cohesion issues such as countering far right extremism. The council has adopted some of the key policies of the socio-economic duty when taking decisions. There are examples of where the organisation and its partners have had to take unpopular decisions and can evidence how it has involved the community in reaching the decision. The organisation is up to date with language and concepts and has the cultural competence and confidence to have difficult conversations around EDI issues. The organisation has taken steps to counter negative stereotypes or dispel myths.</p>	<p>awareness and understanding of the inequality facing different communities. The learning from these development opportunities is used to improve inclusivity.</p>	<p>Members of the Integrated Care System Internal partners (Directorates, Employee Networks and Trade Unions)</p>	
<p>2.2 Priorities and partnership working</p> <p>Developing category Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local EDI priorities are addressed.</p>	<p>Corporate and partnership documents capture the commitment of the organisation and partners to equality. Equality objectives are reflected in local strategic planning. There is support and investment in the voluntary and community sector that it is able to work as a network or collective with the council.</p>	<p>2.2.1 Establish what corporate and partnership documents are in place at Dorset Council with the aim of establishing whether they need to be updated to include EDI objectives.</p> <p>2.2.2 Funded opportunities are available for the voluntary and community sector to work with Dorset Council on EDI matters.</p>	<p>Corporate Policy and Performance Officer Equality Diversity and Inclusion Officer</p> <p>Business Partner - Communities & Partnerships</p>	<p>Ongoing</p> <p>Ongoing</p>
<p>Achieving category There is a coherent, shared vision of EDI for the local area, with clear</p>	<p>Key stakeholders have been involved in developing the shared vision of EDI for the area. The shared equality priorities, objectives and outcomes for the local</p>	<p>2.2.3 The voluntary and community sector is invited to share feedback on EDI policies and action plans. The</p>	<p>Equality Diversity and Inclusion Officer</p>	<p>Ongoing</p>

<p>priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.</p>	<p>area are understood and acted on at all levels within the organisation. The council looks beyond traditional partners and includes the voices of smaller influencing organisations. The organisation and its partners monitor, review and evaluate performance against equality priorities, including inequality and an intersectional understanding of health inequality. The results of these activities contribute directly to the development of the organisation's objectives.</p>	<p>information provided is used to enhance proposals.</p> <p>2.2.4 EDI programme members of the ICS are invited to share feedback on EDI policies and action plans. The information provided is used to enhance proposals.</p>	<p>Equality Diversity and Inclusion Officer</p>	<p>Ongoing</p>
<p>2.3 Using equality impact assessment</p> <p>Developing category Due regard is taken to the aims of the general equality duty when conducting business as usual, making decisions and when setting policies.</p>	<p>The council has an agreed approach to conducting equality analysis/impact assessment of policy and service decisions. This process includes both business as usual issues and decision making. Training and support on equality analysis and impact assessment is available for employees. Impact assessments take account of the views of those affected by the policy or decision. There is a process for ensuring that equality impact assessments are sufficiently robust.</p>	<p>2.3.1 Promote the council approach to undertaking equality analysis/impact assessment via the intranet and key meetings (e.g. employee induction, managers/ leaders forums) and via the Leadership and Management Development Academy.</p> <p>2.3.2 Publish the EqIA SharePoint pages.</p>	<p>All officers and elected members</p> <p>Equality Diversity and Inclusion Officer</p>	<p>Ongoing</p> <p>End of March 2024</p>
<p>Achieving category: Equality analysis/impact assessment is integrated systematically into planning, decision making</p>	<p>The agreed approach to conducting equality analysis/impact assessment of policy and service decisions is used across the whole organisation. Assessments are undertaken at an appropriate stage. There is senior level</p>	<p>2.3.3. Establish an electronic/automated process that tracks actions identified within an equality analysis/impact assessment work.</p>	<p>Equality Diversity and Inclusion Officer</p>	<p>By December 2024</p>

<p>and performance reviews across the organisation.</p>	<p>commitment to using and understanding equality analysis/impact assessment to inform planning and decision making. The majority of the organisation's assessments are accessible, robust and meaningful. There is evidence that members and senior leaders routinely take account of equality analysis/impact assessment when making decisions. Members challenge poor quality equality assessments. Decisions around budget cuts and savings have taken account of cumulative impact. The findings, recommendations and conclusions are shared effectively to inform decisions and planning. Mitigating actions are identified where appropriate.</p>	<p>2.3.4 Develop case studies which show how equality analysis/impact assessment work is being used to inform planning and decision making.</p> <p>2.3.5 Publish an update on equality analysis/impact assessment as part of the annual report on how the council meets its duties under the Public Sector Equality Duty.</p>	<p>Equality Diversity and Inclusion Officer Officers who have undertaken EqIA work</p> <p>Equality, Diversity and Inclusion Officer</p>	<p>Ongoing</p> <p>End of March each year</p>
<p>2.4 Performance monitoring and scrutiny</p> <p>Developing Category Appropriate structures are in place to ensure delivery and review of equality objectives.</p>	<p>There is an appropriate and accountable leadership group/board/forum who have responsibility for the equality agenda. There are dedicated resources for supporting equality work.</p>	<p>2.4.1 Undertake an annual review of the Terms of Reference for the Network Leads, EDI Operational Group and Strategic Board to ensure they are effectively supporting the EDI work at Dorset Council.</p> <p>2.4.2 Members of our internal EDI groups have an induction and understand what is expected of them when they undertake this role.</p>	<p>Chair of the EDI Strategic Board</p> <p>Equality, Diversity and Inclusion Officer Leads for Employee Networks</p>	<p>By the end of December each year.</p> <p>Ongoing</p>

		2.4.3 Consider merging the EDI Operational and Breaking Down Barriers Group, as both groups are undertaking similar activities.	Chair of the EDI Strategic Board EDI Officer Leads for the Breaking Down Barriers Group	End of March 2024
<p>Achieving category The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political overview and scrutiny process.</p>	<p>The overview and scrutiny function is used to support and challenge progress on equality. This can include scrutinising and challenging equality analysis/impact assessment, reviewing objectives that are being set and monitoring progress. The public and partners are enabled to monitor progress. Progress and responses are reported regularly to the leadership of the organisation, officers and members. Corrective action is taken if outcomes are not being achieved.</p>	2.4.4 Relevant EDI policies and action plans are considered by key council committees such as Cabinet, People and Overview, EDI Strategic Board, Extended Leadership/Corporate Leadership Team Committee.	Elected members Extended Leadership Team	Ongoing

Action 3: Develop, commission and deliver inclusive and responsive services

3.1 Commissioning and procuring services

3.2 Integration of equality objectives into planned service outcomes

3.3 Service delivery and design

Objective 3: Develop and deliver inclusive and responsive services

Indicator	Measurement	Actions		
		Task	Who	By when
<p>3.1 Commissioning and procuring services</p> <p>Developing category: The organisation ensures that procurement and commissioning processes and practices take account of the diverse needs of clients, and that providers understand the requirements of the public sector Equality Duty.</p>	<p>Guidance is available for suppliers on the equality requirements for the procurement and commissioning process. There are standard equality clauses for contracts. Procurement is based on known analysis of 'communities' needs. The organisation has started to consider how it can measure the social value of its contracts and procured services and goods. The organisation considers the equality impacts of how the public pound is spent with regard to local procurement and influence on the local economy. Specifications take account of the different needs of users. For example, through equality analysis/impact assessments. Monitoring requirements are built into contracts to ensure equality issues are addressed. These are then monitored and reported on. The organisation has an established Social Value Framework which includes equality outcomes. The social value of contracts is measured. The performance of sub-contracting arrangements is measured.</p>	<p>3.1.1 External providers who deliver services on behalf of the council have confirmed they understand the requirements of the Public Sector Equality Duty and the Dorset Council local protected characteristics, which will be managed through agreed contracts.</p>	<p>Service Manager for Commercial and Procurement</p>	<p>Ongoing</p>
		<p>3.1.2 We continue to review and assess our commissioning, procurement, and contract management processes to ensure we take into consideration the different risks associated in our supply chains, including modern slavery and human trafficking, and that we seek to mitigate risk.</p>	<p>Service Manager for Commercial and Procurement</p>	<p>Ongoing</p>
		<p>3.1.3 Establish how the equality impact of the council's procurement work has influenced the local economy.</p>	<p>Service Manager for Commercial and Procurement</p>	<p>Ongoing</p>

Objective 3: Develop and deliver inclusive and responsive services

Indicator	Measurement	Actions		
		Task	Who	By when
		3.1.4 Establish how building in accessibility requirements into IT procurement has made a difference to users of council IT services.		
		3.1.5 Establish a monitoring process to capture social value from procurement and commercial activity.	Service Manager for Commercial and Procurement	Ongoing
Achieving: Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle.	The organisation considers the equality impacts of how the public pound is spent with regard to local procurement and influence on the local economy. Specifications take account of the different needs of users. For example, through equality analysis/impact assessments. Monitoring requirements are built into contracts to ensure equality issues are addressed. These are then monitored and reported on. The organisation has an established Social Value Framework which includes equality outcomes. The social value of contracts is measured. The performance of sub-contracting arrangements is measured.	3.1.5 Establish a monitoring process to capture social value from procurement and commercial activity.	Service Manager for Commercial and Procurement	Ongoing
		3.1.6 Draw on EqIA to establish the impact of procurement activities.	Service Manager for Commercial and Procurement Equality, Diversity and Inclusion Officer	

Objective 3: Develop and deliver inclusive and responsive services

Indicator	Measurement	Actions		
		Task	Who	By when
3.2 Integration of equality objectives into planned service outcomes Developing category: Equality objectives for the organisation have been set and published in accordance with the requirements to support the public sector Equality Duty.	Structures are in place to ensure equality outcomes are integrated into business objectives. Objectives are underpinned by robust equality analysis. Equality analysis is fed into planning and assessment of service plans. Objectives are SMART (Specific, Measurable Realistic, Achievable and Timely). An Annual Equality report is published and shared. The specific duty to publish equality objectives has been met. Service plans are monitored regularly to ensure that equality objectives are being met. Customer care policies highlight the needs of protected groups.	3.2.1 Ensure EDI objectives are integrated into all council plans, strategies, policies, procedures and team charters when reviewed every 2 years.	Equality Diversity and Inclusion Officer	Ongoing
		3.2.2 Publish an annual EDI report which shows how the council is meeting its responsibilities under the Public Sector Equality Duty.	Equality Diversity and Inclusion Officer	End of March each year
Achieving category: Specific and measurable equality objectives have been integrated into organisational strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders	Equality objectives are integrated into organisational strategies and plans. There is evidence of a link between equality objectives, business planning and performance management. Equality objectives are integrated into service plans across the organisation, with progress towards them managed by key decision makers. Steps are taken if deficiencies are identified. Members are kept informed of progress against equality objectives. Objectives address equality gaps and have specific timescales. The needs of protected groups are taken account of. Service users have opportunities to comment on how services are	3.2.3 Review service plans to establish if Equality Objectives are built into individual service plans.	All service managers	Ongoing

Objective 3: Develop and deliver inclusive and responsive services

Indicator	Measurement	Actions		
		Task	Who	By when
	planned. Resource implications have been properly assessed. Key decision makers demonstrate that they continuously monitor, review and evaluate performance of equality objectives.			

Objective 3: Develop and deliver inclusive and responsive services

Indicator	Measurement	Actions		
		Task	Who	By when
3.3 Service delivery and design Developing category: The organisation has systems to collect, analyse and measure how satisfied all sections of the community are with all services.	There are mechanisms in place for service users to be consulted about service development and delivery. Social Value and collaborative principles are reflected in the organisations practical service delivery. The organisation is able to analyse and measure whether all sections of the community are able to access services. It is clear who service users are. Services carry out mapping exercises to identify and review current participation and to highlight gaps. The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities. Complaints are disaggregated by protected groups. There are mechanisms in place to enable employees to introduce business improvements. Appropriate mechanisms are in place to ensure that Human Rights considerations are identified when planning services and that customers and citizens are treated with dignity and respect. Consideration has been given to the links between equalities and safeguarding in relevant services.	3.3.1 Establish what feedback mechanisms the council has in place to capture user feedback of services it provides to residents.	Design Architect	Ongoing
		3.3.2 Ensure any user of a council system can share user feedback by protected characteristics.	All service managers	Ongoing
		3.3.3 Carry out an audit of accessibility in our buildings, including layouts, services delivery points, signage and quiet zones.	Assets and Regeneration Equality Diversity and Inclusion Officer	Summer 2024
Achieving category: There is evidence that services are meeting the needs of	The organisation has systems in place to use monitoring data and citizen feedback to redesign or adapt services to ensure equity of access and can demonstrate where this has	3.3.4 Services carry out mapping exercises to identify and review current participation and highlight gaps.	All service managers	Ongoing

Objective 3: Develop and deliver inclusive and responsive services

Indicator	Measurement	Actions		
		Task	Who	By when
a diverse community, and that take up of services is representative of the wider community.	been done. Service users are consulted effectively before services are developed. Issues such as social prescription and social value involve measuring outcomes which are not delivered by the organisation. Access to and appropriateness of services is monitored regularly by senior leaders and decision makers. Senior leaders and decision makers demonstrate that they continuously review and evaluate access to services. Data about access to services and user satisfaction is used in equality analyses/equality impacts assessment. A scrutiny/evaluation process of services is in place. Human Rights issues are understood and considered when delivering services to customers and clients. Human Rights guidance is available for employees and decision makers have up to date knowledge. Equalities are accounted for within safeguarding policies, particularly in social services, education, commissioning and non-upper-tier responsibilities like housing and community safety.	3.3.5 Agree on a council approach to the provision of translation, interpreting services and alternative formats for our employees, residents and visitors.	Corporate Director for Transformation, Customers and Culture	Ongoing
		3.3.6 Develop a web accessibility policy which shows how the council meets the WGAC 2.2 AA standard and the Public Sector Bodies Accessibility Regulations 2018.	Head of Digital Strategy & Design	December 2024.

Action 4: Diverse and engaged workforce

4.1 Workforce diversity and inclusion

4.2 Inclusive strategies and policies

4.3 Collecting, analysing and publishing workforce data

4.4 Learning, development and progression

4.5 Health and wellbeing

Objective 4: Develop and support a diverse and engaged workforce

Indicator	Measurement	Actions		
		Task	Who	By when
4.1 Workforce diversity and inclusion Developing category: The organisation understands its local labour market and has mechanisms in place to monitor its workforce against protected characteristics.	The organisation is clear about its local labour market. The organisation has begun to identify the steps it needs to take to achieve a diverse workforce. These are reflected in recruitment policies and procedures. The progress of protected groups through the organisational hierarchy is monitored and reported on. Equality mapping data is used as part of the analysis. Recruitment and selection is monitored at all stages of the process by protected characteristics.	4.1.1 Ensure the Dorset Council Recruitment and Selection Strategy makes a clear commitment to EDI.	Head of Human Resources	End of April 2024
		4.1.2 Recruitment and selection data is monitored by the EDI Strategic Board at all stages of the process by protected characteristics.	Head of Human Resources Equality, Diversity and Inclusion Officer	Every 3 months
Achieving category: The organisation can demonstrate movement towards greater diversity in its workforce profile compared with previous years, including increasing the levels of previously under-represented groups at all levels of the organisation.	Where there is evidence of disproportionality, any barriers have been identified and action taken to reverse the trends. There are initiatives aimed at increasing workforce diversity in underrepresented areas of the organisation. There is some evidence that gaps are being narrowed. There are career development and retention strategies for under-represented groups into management roles. There is a developing understanding of the local labour market/community profile, the barriers equality groups face and the	4.1.3 All selection panels are trained in inclusive recruitment practice.	Head of Human Resources	Ongoing
		4.1.4 Promote internal and external development opportunities for council employees from underrepresented groups.	Head of Human Resources	Ongoing
		4.1.5 Establish targets to ensure the Dorset Council	Head of Human Resources	Ongoing

	<p>impact this has on achieving a diverse workforce. Succession plans and recruitment processes address under-representation. Specific and measurable employment targets have been set to improve workforce diversity. Selection panels are trained in good selection practices including how to avoid bias. This includes senior recruitment panels where members are involved.</p>	<p>workforce mirrors the community it serves.</p>		
<p>4.2 Inclusive strategies and policies</p> <p>Developing category: The organisation's workforce strategies and policies include equality considerations and objectives.</p>	<p>All employment policies and procedures comply with equality legislation and employment codes of practice. The organisation's workforce strategy identifies equality issues. Targets and objectives are based on internal monitoring, employee consultation and the assessment of the local labour market and barriers to employment. New/changing employment policies and procedures are assessed for their impact on people with protected characteristics. All employment and training related policies are regularly reviewed. The organisation recognises and acknowledges that employees from protected groups may experience issues such as micro-aggression from colleagues or service users. The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees. A range of inclusive</p>	<p>4.2.1 Ensure the Dorset Council EDI policy is reviewed every two years.</p> <p>4.2.2 Update and publish the following policies and guidance: - Dignity at Work policy - Violence, Aggression Harassment at Work policy and guidance. - Disability Leave (paid)</p> <p>4.2.3 Reviewing grievance resolution procedures to ensure microaggressions are appropriately considered.</p>	<p>Equality, Diversity and Inclusion Officer</p> <p>Equality, Diversity and Inclusion Officer Network Leads for Employee Networks Health and Safety Manager Trade Unions Head of Human Resources Trade Unions</p> <p>Head of Human Resources</p>	<p>End of January 2026</p> <p>End of December 2024</p> <p>End of March 2024</p>

	<p>structures are in place to engage and involve employees. Policies and systems are in place to identify, prevent and deal effectively with harassment and bullying at work.</p>	<p>4.2.4 Publish a new Dorset Council People Strategy.</p> <p>4.2.5 Develop a Trans policy and guidance that supports applicants/employees.</p> <p>4.2.6 To ensure all appropriate HR policies and procedures use gender-neutral language.</p> <p>4.2.7 Employees are encouraged to become Dignity at Work Advisers. This results in a year-on-year increase.</p> <p>4.2.8 Feedback from the Dignity at Work Advisers is used to ensure Dorset Council is an inclusive employer.</p>	<p>Head of Organisational Development</p> <p>Equality, Diversity and Inclusion Officer with support from HR, Trade Unions and LGBTQI+ Employee Network</p> <p>Head of Human Resources</p> <p>All line managers</p> <p>Equality, Diversity and Inclusion Officer</p> <p>Equality,</p>	<p>End of December 2025</p> <p>End of March 2024</p> <p>Ongoing</p> <p>Ongoing</p> <p>Every three months</p>
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		<p>4.2.9 Provide reports on the activity of the Dignity at Work Advisers to the EDI Strategic Board.</p> <p>4.2.10 Promote the Senior Leadership Team video concerning bullying and harassment in the workplace every other month.</p> <p>4.2.11 Develop a council uniform policy which would support all employees in the workplace.</p>	<p>Diversity and Inclusion Officer</p> <p>Comms BP - Corporate & Internal Comms</p> <p>Head of Human Resources Trade Unions</p>	<p>Every three months</p> <p>Every other month</p> <p>End of September 2024</p>
<p>Achieving category: The equality objectives contained within workforce strategies are implemented and monitored.</p>	<p>The organisation has a basic set of policies and practices to enhance workforce equality and diversity including reasonable adjustments, equal pay, flexible working and family friendly policies. The equality aspects of the organisation's workforce strategy are being implemented and tracked. When necessary, policy changes have been made as a result of equality analysis findings. Managers apply policies and practices across the authority in a consistent manner for all employees. Harassment and bullying incidents are monitored and analysed regularly.</p>	<p>4.2.12 Promote the support for disabled employees (Reasonable Adjustment Passport, Access to Work, Disability leave). This information will be provided in an accessible format for employees who are not digitally connected.</p> <p>4.2.13 Ensure changes to council buildings consider relevant accessibility standards</p>	<p>Head of Human Resources Head of Organisational Development</p> <p>Health and Safety Manager Head of Assets and Property</p>	<p>Ongoing</p> <p>Ongoing</p>

	<p>Appropriate action is taken to address the issues that have been identified. There is evidence that discipline, grievance and capability procedures are not disproportionately being applied to employees from protected groups. There are processes in place to address and monitor specific complaints of employees from protected groups about issues like micro-aggression from colleagues or service users. There are toolkits and guidance documents provided to help employees and their managers discuss sensitive issues such as race, gender identity and religion. Exit interviews are monitored and analysed with appropriate action taken to address any issues identified. Employees are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved. The training and development offer supports a wider equalities agenda for the organisation. Training courses and development interventions are meeting the needs of different groups and are making a difference in getting underrepresented groups of employees up the leadership ladder. Employee-led equality networks have been established.</p>	<p>provided by bodies such as the British Standards Institution.</p> <p>4.2.14 Promote the guidance concerning making inclusive meetings and events information accessible to all employees. This information will be provided in an accessible format for employees who are not digitally connected.</p> <p>4.2.15 Clarify the position concerning digital accessibility for employees with a particular focus on establishing what support is available to assist employees who have shared that they have a disability. Promote the assistive software available via the Microsoft toolset.</p> <p>4.2.16 Provide hubs via the EDI SharePoint pages by protected characteristic, which give relevant information to employees on EDI. This information will be provided in an accessible format for</p>	<p>Equality, Diversity and Inclusion Officer</p> <p>Operations Manager - ICT User Support</p> <p>Equality, Diversity and Inclusion Officer with support from the Employee Networks</p>	<p>End of March 2024</p> <p>End of September 2024</p> <p>Ongoing</p>
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		<p>employees who are not digitally connected.</p> <p>4.2.17 Exit interviews for Dorset Council roles are monitored by protected characteristics.</p> <p>4.2.18 Support the establishment of new Employee Networks (Age and Religion and Belief) which are related to national and local protected characteristics.</p> <p>4.2.19 Consider whether to allocate time to officers undertaking network leadership for participation in Network meetings and activities.</p> <p>4.2.20 Ensure performance management information published by the council includes an element on EDI.</p>	<p>Head of Human Resources</p> <p>Equality, Diversity and Inclusion Officer</p> <p>ELT and EDI Strategic Board</p> <p>Head of Human Resources</p>	<p>End of December 2024</p> <p>End of December 2024</p> <p>March 2024</p>
<p>4.3 Collecting, analysing and publishing workforce data</p> <p>Developing category:</p>	<p>The organisation reports annually on its Gender Pay Gap. People are encouraged to provide data and there are initiatives in place to increase the disclosure of equality information by employees. Employee data is analysed</p>	<p>4.3.1 Continue to undertake an equal pay audit by gender and publish the results.</p> <p>4.3.2 Ensure the system to update employee demographics</p>	<p>Head of Human Resources</p> <p>Head of Human Resources</p>	<p>End of March each year</p> <p>Ongoing</p>

<p>Systems are in place to collect and analyse employment data across a range of practices (recruitment, training, leavers, grievance and disciplinaries etc).</p>	<p>organisationally and service by service. Diversity monitoring information is separated from recruitment decisions and held securely. GDPR processes are in place and regulations are being met</p>	<p>is easy to use and accessible to all employees.</p> <p>4.3.3 Improve the quality and comprehensiveness of employee demographic data, which responds to identified gaps. This could be done by marking specific diversity dates, case studies or relevant presentations.</p> <p>4.3.4 Ensure employees undertake data protection training available via the Learning Hub.</p>	<p>Head of Human Resources</p> <p>All line managers</p>	<p>Ongoing</p> <p>Ongoing</p>
<p>Achieving category: The organisation regularly monitors, analyses and publishes employment data in accordance with its statutory duties</p>	<p>Data on applicants, people shortlisted and the composition of the workforce is systematically collected. This can be disaggregated by the protected characteristics. There has been success in encouraging employees to disclose equality information and there are no significant gaps in employee data. Where there are low numbers of any protected group, ways are found to overcome this. e.g. boosted sampling, grouping ethnicities or looking regionally/nationally as well as making more use of qualitative information. The organisation publishes its race pay gap and is addressing any race and disability pay gaps. Its' gender</p>	<p>4.3.5 Undertake equal pay audits in relation to age, disability, race and sexual orientation, if the quality of the data will result in a meaningful audit.</p> <p>4.3.6 We see a continued increase in the proportion of employees disclosing demographic information each year.</p> <p>4.3.7 Publish an EDI workforce dashboard which provides information concerning</p>	<p>Head of Human Resources</p> <p>Head of Human Resources</p> <p>Head of Human Resources</p>	<p>End of March 2024</p> <p>Ongoing</p> <p>End of March 2024</p>

	<p>pay gap is reducing. There is evidence that workforce data is analysed and reported to senior leaders regularly. Workforce information is published to cover basic legal requirements and includes analysis of pay/job evaluation outcomes. Action has been taken as a result of monitoring, trends are being identified and used to help establish objectives.</p>	<p>recruitment and workforce by protected characteristic which also draws on relevant benchmarking information.</p> <p>4.3.8 Analyse training data by protected characteristics to establish who is undertaking development opportunities across the organisation.</p>	<p>Equality, Diversity and Inclusion Officer Business Intelligence Team Learning & Development Lead</p>	<p>Ongoing</p>
<p>4.4 Learning, development and progression</p> <p>Developing category: The organisation carries out regular assessments of the training, learning and development needs of members and officers in order that they understand their equality duties and take action to deliver equality outcomes. Consideration is given to the progression of under-represented groups.</p>	<p>An assessment has been made as to what equality-related training, learning or development is required in the organisation. Appropriate behavioural competencies have been identified for the workforce. The learning and development plan/strategy take account of equality issues including the progression of under-represented groups. Induction training for new members includes equality and all members are offered equality training. Appraisal processes ensure employees and managers are aware of their equality-related responsibilities and accountabilities.</p>	<p>4.4.1 There is an annual review of the EDI training-related requirements of the organisation in partnership with our Employee Networks, Trade Unions, EDI Strategic Board members.</p> <p>4.4.2 Ensure EDI learning and development opportunities are embedded within our Leadership and Management Development Academy.</p> <p>4.4.3 Ensure leaders and managers understand the importance of the completion of mandatory training around EDI. The target is 100% completion of mandatory EDI training by all</p>	<p>Members of the EDI Strategic Board Learning & Development Lead</p> <p>Equality Diversity and Inclusion Officer Trade Unions Learning and Development Consultant (Management Development)</p> <p>Learning & Development Lead</p>	<p>September – December each year</p> <p>September – December each year</p> <p>Ongoing</p>

		employees (including those who are not digitally connected).		
<p>Achieving category: The organisation provides a range of accessible learning and development opportunities to support members and officers in achieving equality objectives and outcomes. The organisation's learning and development strategy supports the progression of under-represented groups.</p>	<p>Equality and diversity forms part of the training and development for key decision makers. There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care) and rooted in clear organisational values and behaviours. Employees are confident that they can deliver services to diverse customers. They are made aware of equality objectives and/or any changes or improvements. Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring). There are specific development programmes to promote and support the progression of under-represented groups in the workplace. Management and individual appraisals include specific equality objectives for the service area.</p>	<p>4.4.4 Organisational commitment to EDI is communicated at application, induction and key points of the employee journey.</p> <p>4.4.5 Employees complete the support for our resident's module on the learning hub as part of their mandatory training.</p> <p>4.4.6 Members complete the resident's module on the learning hub as part of their mandatory training.</p> <p>4.4.7 Executive Leadership Team members are invited to attend relevant EDI development opportunities every 12 months and share the impact of this experience within and outside their directorate.</p>	<p>Head of Organisational Development</p> <p>Head of Organisational Development Equality Diversity and Inclusion Officer</p> <p>Head of Customer Services, Libraries and Archives</p> <p>ELT members</p>	<p>Ongoing</p> <p>December 2024</p> <p>July 2024</p> <p>Ongoing</p>

		<p>4.4.8 A joint programme of EDI training is provided in partnership with the council and the Trade Unions (Unison, GMB, Unite). The training provided is based on a needs analysis of organisational needs.</p>	<p>Head of Organisational Development Equality, Diversity and Inclusion Officer Voluntary and Community Sector</p>	<p>Ongoing</p>
		<p>4.4.9 Commission leadership development opportunities for underrepresented groups working at Dorset Council, which supports the organisation's promotion as an inclusive organisation and employer of choice.</p>	<p>Head of Organisational Development, Trade Unions, Equality, Diversity and Inclusion Officer</p>	<p>Ongoing</p>
		<p>4.4.10 Conduct a review of all apprenticeship training providers and apprenticeship standards to understand what evidence and support is required for reasonable adjustments. Analyse findings and propose ways forward to ensure our apprenticeship offer is inclusive, sustainable and all employees receive the support they need to achieve their apprenticeship.</p>	<p>Head of Organisational Development, Trade Unions, Equality, Diversity and Inclusion Officer</p>	

<p>4.5 Health and wellbeing</p> <p>Developing category: The organisation has begun to consider how equality, diversity and inclusion issues are linked to employee health and wellbeing</p>	<p>The council uses workforce data and other information from employees to determine what its health and wellbeing priorities are. Employees in protected groups have opportunities to inform these considerations. The organisation has assessed all aspects of the working environment to ensure that the health and safety needs of all its employees are met including around COVID-19. A range of inclusive mechanisms are in place to engage and involve employees. The organisation has considered working arrangements and patterns in the light of the COVID pandemic. The organisation has a policy for reasonable adjustments for employees and members and managers are trained to implement it. Occupational health services are provided. The organisation has started to address mental health issues in the workplace.</p>	<p>4.5.1 Complete the Wellbeing Service Review and implement a new model.</p> <p>4.5.2 Provide health and wellbeing services that recognise the needs of national/local protected characteristics.</p> <p>4.5.3 Continue to promote the opportunity for employees to become mental health champions, and ensure they are appropriately supported by the Council when undertaking this role.</p> <p>4.5.4 Publish a Disability Employment policy which outlines how the council supports (including reasonable adjustments) disabled employees in the workplace.</p> <p>4.5.5 Promote opportunities for officers to undertake health and</p>	<p>Wellbeing Lead and Organisational Development Consultant (Strategy and Performance)</p> <p>Wellbeing Lead and OD Consultant (Strategy and Performance)</p> <p>Wellbeing Lead and OD Consultant (Strategy and Performance)</p> <p>Head of Human Resources</p> <p>Wellbeing Lead</p>	<p>End of March 2025</p> <p>Ongoing</p> <p>Ongoing</p> <p>December 2024</p> <p>Ongoing</p>
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		wellbeing checks when they are available	and OD Consultant (Strategy and Performance)	
<p>Achieving category: The organisation promotes the health and well-being of employees via its policies. The intersectionality of health and wellbeing and equality, diversity and inclusion is recognised.</p>	<p>There is a coherent and joined up approach to Health and Wellbeing that addresses a range of related issues. Improvements have been made to the working environment. In the post-pandemic world, homeworking and working more flexibly is now the default position in the organisation. Employees from protected groups say there is a safe working environment which supports their wellbeing and resilience where they are impacted by racism and other discrimination. Harassment such as racism is recognised as a safeguarding/wellbeing issue which can be a cause of trauma. Employees are engaged positively in employment and service transformation and in developing new roles and ways of working. Reasonable Adjustments are provided in a timely fashion consistently across the organisation. Occupational health works closely with HR to identify and address absence trends. Managers have received training on mental health awareness and say they are equipped to address employee issues. Employees from protected groups say that their specific needs are taken into account by their</p>	<p>4.5.6 Health and wellbeing opportunities available via the Wellbeing Team and the Learning Hub are promoted to by individual departments, and directorates throughout the year. Line managers promote these opportunities to their direct reports.</p>	Line Managers	Ongoing
		<p>4.5.7 Provide health and wellbeing services to employees who experience discrimination, harassment or victimisation in workplace.</p>	Wellbeing Lead and OD Consultant (Strategy and Performance)	Ongoing
		<p>4.5.8 Implement individual Directorate Health and Wellbeing plans across the council.</p>	Corporate Sponsors	Ongoing
		<p>4.5.9 Line Managers undertake the Wellbeing for Managers course, and provide feedback that attendance has equipped them to address employee issues.</p>	Line Managers	Ongoing

	managers when COVID-19 risk assessments are undertaken.			
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