

Dorset Council Equality, Diversity and Inclusion (EDI) Action Plan 2024-2027

Table of Contents

1. How has the action plan been organised?	3
2. How will progress be monitored?	3
Objective 1: Understanding and working with your communities living within the Dorset Council area	
Indicator 1.1: Collection and sharing of information.....	4
Indicator 1.2: Analysing and using data information	6
Indicator 1.3: Effective community engagement.....	8
Indicator 1.4: Fostering good community relations.....	12
Indicator 1.5: Participating in public life	13
Objective 2: Demonstrate our leadership, partnership and organisational commitment to equality, diversity and inclusion within the Dorset Council area	
Indicator 2.1: Political and officer leadership	15
Indicator 2.2: Priorities and partnership working	18
Indicator 2.3: Using Equality Impact Assessment	20
Indicator 2.4: Performance monitoring and scrutiny	22
Objective 3: Develop, commission and deliver inclusive and responsive services	
Indicator 3.1: Commissioning and procuring services	24
Indicator 3.2: Integration of equality objectives into planned service outcome.....	26
Indicator 3.3: Service delivery and design.....	28
Objective 4: Develop and support a diverse and engaged workforce	
Indicator 4.1: Workforce diversity and inclusion.....	30
Indicator 4.2: Inclusive strategies and policies.....	32
Indicator 4.3: Collecting, analysing and publishing workforce data	37
Indicator 4.4: Learning, development and progression.....	39
Indicator 4.5: Health and wellbeing	41

Equality, Diversity and Inclusion Action Plan 2024-2027

1. How has the action plan been organised?

The action plan has been divided into four objectives based on the Local Government Association (LGA) Equality Framework and 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 tasks are being undertaken. It is recognised that the person responsible for each task 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 the overall responsibility of the EDI Strategic Board, who will receive reports on activity for each meeting. The following reporting process is being introduced to help with the provision of updates. It would cover the following areas:

- Objective/Local Government Association (LGA) Theme
- Indicator
- Measure
- Task
- What group(s) is impacted by this task?
- What council strategy is the task supporting?
- 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 and completion 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.

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

Indicator 1.1: Collection and sharing of information

Developing category: The council 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.

Measurement: Dorset Council is clear about what sources of information (both local and national) are relevant and useful. The council 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.

Priority task(s)

No	Tasks	Who
1.1.1	By the end of February 2025, we will understand what community information is currently collected by different Directorates and partners, whether related to demographic profile, socio-economic status, rural isolation, service user profile or progression/achievement.	Principal Research Officer – Social
1.1.2	By the end of February 2025, an EDI dashboard will be published, which provides information concerning the different communities living within the Dorset Council area by protected characteristics.	Equality, Diversity and Inclusion Officer Business Intelligence Team

Ongoing task

No	Task	Who
1.1.3	Promote information on the different communities living in Dorset to employees and partners through the Data and insight for Dorset and EDI SharePoint pages.	Principal Research Officer – Social

Indicator 1.1: Collection and sharing of information

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.

Measurement: 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.

Priority task

No	Task	Who
1.1.4	During the time of this action plan, we will publish EDI Dorset Council data by the end of March each year as part of the annual public sector equality duty reporting requirements.	Equality Diversity and Inclusion Officer

Ongoing task(s)

No	Tasks	Who
1.1.5	Ensure Dorset Council systems ask the standard demographic questions when appropriate.	Head of ICT Operations
1.1.6	Monitor complaints and compliments by protected characteristics to follow any inequality or discrimination.	Complaints Manager, Assurance

Indicator 1.2: Analysing and using data information

Developing category: Systems are being developed to analyse soft and hard data/intelligence about communities, their needs and aspirations.

Measurement: 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.

Ongoing task(s)

No	Tasks	Who
1.2.1	Ensure all surveys shared with the public ask the full range of demographic questions.	Principal Research Officer – Social Senior Consultation & Engagement Officer
1.2.2	Data from the Residents Survey is used to inform service planning, commissioning, and decision-making.	Principal Research Officer – Social Senior Consultation & Engagement Officer
1.2.3	During the time of this action plan, we will share available data to inform the setting of relevant equality objectives and equality impact assessment work.	Principal Research Officer – Social Senior Consultation & Engagement Officer

Indicator 1.2: Analysing and using data information

Achieving category: Information and data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities.

Measurement: 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. 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.

Ongoing task(s)

No	Tasks	Who
1.2.4	Available Dorset Council and system data are used to inform the setting of relevant equality objectives and priorities at EDI Strategic Board meetings.	EDI Strategic Board members
1.2.5	Grant funding applications are analysed annually by national and local protected characteristics to establish which communities are being funded.	Grants Monitoring Officer
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

Indicator 1.3: Effective community engagement

Developing category: Throughout the organisation, a whole council approach to developing inclusive community engagement structures is being developed. Communities have opportunities to be involved in decision-making.

Measurement: 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.

Priority task(s)

No	Tasks	Who
1.3.1	By the end of December 2024, we will start to 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.	Library Service Business Partner - Communities & Partnerships Covenant Programme Board
1.3.2	Collaborate with the Dorset Council EDI groups, networks, and governance by the end of December 2024 to improve the provision of accessible services.	Assets and Regeneration Library Service Equality Diversity and Inclusion Officer
1.3.3	By July 2026, develop, publish and deliver the actions identified in the Dorset Council Community Strategy. It outlines how we will make a greater difference to those in our communities who need support.	Business Partner - Communities & Partnerships Equality Diversity and Inclusion Officer Senior Consultation & Engagement Officer

Ongoing task(s)

No	Tasks	Who
1.3.4	Promote the council's approach to consultation and engagement, which is published on the intranet/website. Consultation and Engagement - Home (sharepoint.com)	Senior Consultation & Engagement Officer
1.3.5	Ensure good representation of EDI groups at funding workshops. We aim to see a year-on-year increase by the end of this action plan.	Grants Monitoring Officer Equality Diversity and Inclusion Officer

Indicator 1.3: Effective community engagement

1.3 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 from under-represented groups.

Measurement: 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 ensure that particular groups are not being over consulted with. There is an increase in the involvement of underrepresented groups. 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.

Priority task

No	Task	Who
1.3.6	By the end of December 2025, provide space where residents can connect with health and wellbeing opportunities, partners and groups. By the end of this action plan, a year-on-year increase in the number of residents engaging with health and well-being opportunities increases annually.	Adult Social Care, Children's Services Our Dorset Integrated Care System, Public Health Dorset, LiveWell Dorset Library Service

Ongoing task(s)

No	Tasks	Who
1.3.7	Involve local people/EDI groups in decisions and issues that affect them, which builds trust and confidence in council processes and decision-making. We receive feedback that trust levels are increasing by the end of this action plan.	All employees Senior Consultation & Engagement Officer Equality Diversity and Inclusion Officer
1.3.8	An annual increase in the improvement of underrepresented groups engaging with Dorset Council.	All employees Senior Consultation & Engagement Officer Equality Diversity and Inclusion Officer
1.3.9	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.	Equality Diversity and Inclusion Officer

No	Tasks	Who
1.3.10	Explore connecting with Dorset’s health and care networks and promote the library’s social prescribing offer. By the end of this action plan, we see a continued increase in residents engaging with the social prescribing offer.	Library Service Our Dorset Integrated Care System
1.3.11	Continue to support Dorset Council residents who are experiencing cost of living challenges through specific projects.	Dorset Together: Cost of Living Group

Indicator 1.4: Fostering good community relations

Developing level: Structures are in place within the council and across partnerships to understand community relationships and map community tensions.

Measurement: 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.

Priority task

No	Task	Who
1.4.1	By the end of September 2025, put in place a strategy to strengthen community cohesion.	Service Manager for Community Safety Equality, Diversity and Inclusion Officer

Ongoing task(s)

No	Tasks	Who
1.4.2	Provide updates on harassment and hate crimes and the response, including violence against women and girls, at meetings of the EDI Operational Group.	Service Manager for Community Safety
1.4.3	Establish libraries as inclusive, welcoming, and trusted spaces that offer refuge and support.	Library Service Communities and Engagement
1.4.4	To continue participation in refugee resettlement and asylum seekers programmes.	Manager for Refugee Resettlement Service Manager for Ukraine Library Service

Indicator 1.4: Fostering good community relations

Achieving level: The council and its partners strongly understand the quality of relations between different communities and collectively monitor relations and tensions. They are actively engaged in planning and delivering activities that foster good relations.

Measurement: 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 are regularly analysed and acted upon. Stakeholders and communities are involved in the monitoring of community relations and cohesion.

Ongoing task

No	Task	Who
1.4.5	Working in partnership with community groups and Dorset Police to monitor harassment and hate crimes and take appropriate action, which involves communication campaigns or delivering development opportunities.	Service Manager for Community Safety Equality, Diversity and Inclusion Officer

Indicator 1.5: Participating in public life

Developing category: Dorset Council 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 members of voluntary/statutory sector organisations.

Measurement: 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 members of voluntary/statutory sector organisations.

Ongoing task(s)

No	Tasks	Who
1.5.1	People who are taking part in local democracy and representation to share their demographic information on a voluntary basis.	Service Manager for Democratic Services
1.5.2	Invite the individuals who are supporting their local communities as school governor or as board members of voluntary /statutory sector to share their demographic information on a voluntary basis.	Corporate Director Education and Learning Service Manager for Democratic Services

Indicator 1.5: Participation in public life

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.

Measurement: 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.

Ongoing task(s)

No	Tasks	Who
1.5.3	Facilitate opportunities and provide support for Dorset residents to participate in the democratic process, for instance, remote attendance, inclusive access to meetings etc. By the end of this action plan, we see a year-on-year increase in Dorset Council residents from different backgrounds taking part in the democratic process.	Service Manager for Democratic Services
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).	Service Manager for Democratic Services Youth Voice Manager

Objective 2: Demonstrate our leadership, partnership and organisational commitment to equality, diversity and inclusion within the Dorset Council area

Indicator 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.

Measurement: 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.

Priority task

No	Task	Who
2.1.1	By the end of March 2025, Dorset Council will sign the Unison anti-racist charter, which requires the council to make several commitments within 12 months of signing.	Chair of Equality, Diversity and Inclusion Strategic Board

Ongoing task(s)

No	Tasks	Who
2.1.2	Members of the Extended Leadership Team and elected members provide strategic support to the council by holding membership of several EDI accreditations, charter marks, strategic commitments, and frameworks. The EDI Strategic Board is responsible for agreeing on the process for undertaking any relevant resourcing and building into work plans.	Portfolio holder for Corporate Development, Transformation, Digital & Change Portfolio holder for Customer, Culture and Community Engagement
2.1.3	Members of the Extended Leadership Team communicate their commitment to EDI at key points throughout the year. Examples of this commitment could include sponsoring employees to undertake appropriate development, supporting employees to join an Employee Network or	Senior Leadership Team and Corporate Leadership Team

No	Tasks	Who
	adopting an EDI ROADmap objective(s) which supports aspects of the work outlined in this action plan.	
2.1.4	To ensure there is a nominated, elected member who acts as the EDI representative for the council.	Elected Members Senior Leadership Team and Corporate Leadership Team
2.1.5	To ensure a representative from the senior leadership team acts as the Chair of the EDI Strategic Board.	Senior Leadership Team and Corporate Leadership Team
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.	Senior Leadership Team and Corporate Leadership Team
2.1.7	Corporate Directors agree to become senior sponsors of Employee Networks every two years.	Senior Leadership Team Corporate Leadership Team
2.1.8	Senior Leaders attend EDI events within and outside the council and draw on this learning to share and inform organisational practice.	Senior Leadership Team and Corporate Leadership Team
2.1.9	An annual budget is in place to support EDI work within and outside the council.	Business Partner - Communities & Partnerships Equality, Diversity and Inclusion Officer
2.1.10	To ensure Dorset Council shows 'due regard' to the principles of the Armed Forces Act 2021	Business Partner - Communities & Partnerships

Indicator 2.1: Political and officer leadership

Achieving category: Political and executive leaders demonstrate personal knowledge and understanding of local communities and continue to show commitment to reducing inequality.

Measurement: 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 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.

Priority task

No	Task	Who
2.1.11	By the end of February 2025 share the learning from the 'Leading for Inclusion Dorset Change Agents Programme' with employees and elected members to shape future organisational activity.	Employees who have undertaken the programme

Ongoing task(s)

No	Tasks	Who
2.1.12	Elected members and senior employees proactively facilitate discussions surrounding EDI matters, attracting public and media interest. When this occurs, elected members/senior employees are provided with relevant briefings.	Elected members Extended Leadership Team
2.1.13	Deliver a programme of key EDI events to raise awareness and understanding of the inequality facing different communities in partnership with relevant stakeholders. Learning from these development opportunities can be used to improve inclusivity.	Members of the Integrated Care System Internal partners (Directorates, Employee Networks and Trade Unions)

Indicator 2:2 Priorities and partnership working

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.

Measurement: 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.

Ongoing task(s)

No	Tasks	Who
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.	Corporate Policy and Performance Officer Equality Diversity and Inclusion Officer
2.2.2	Funded opportunities based on identified needs are available for the voluntary and community sector to work with Dorset Council on EDI matters. By the end of this action plan, we will see an annual increase in funded opportunities that respond to identified needs.	Business Partner - Communities & Partnerships Adults and Children's Commissioning Procurement

Indicator 2.2: Priorities and partnership working

Achieving category: There is a coherent, shared vision of EDI for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.

Measurement: 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 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.

Ongoing task(s)

No	Tasks	Who
2.2.3	The voluntary and community sector is invited to share feedback on EDI policies and action plans. The information provided is used to enhance proposals.	Equality Diversity and Inclusion Officer
2.2.4	EDI programme members of the Integrated Care System are invited to share feedback on EDI policies and action plans. The information provided is used to enhance proposals.	Equality Diversity and Inclusion Officer

Indicator 2.3: Using Equality Impact Assessment

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.

Measurement: 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.

Priority task

No	Task	Who
2.3.1	By the end of November 2024, publish the refreshed Equality Impact Assessment pages.	Equality, Diversity and Inclusion Officer

Ongoing task

No	Task	Who
2.3.2	Promote the council approach to undertaking equality analysis/impact assessment via the intranet and key meetings (e.g. employees induction, managers/leaders forums) and via the Learning hub.	All employees and elected members

Indicator 2.3: Using Equality Impact Assessment

Achieving category: Equality analysis/impact assessment is integrated systematically into planning, decision making and performance reviews across the organisation.

Measurement: 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 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.

Priority task(s)

No	Tasks	Who
2.3.3	By the end of December 2025, establish an electronic process that ensures the equality impact is considered and evidenced as part of any proposal to a Dorset Council committee. This process also tracks and reports on the impact of any subsequent activity.	Equality Diversity and Inclusion Officer
2.3.4	By the end of March each year, 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.	Equality Diversity and Inclusion Officer

Ongoing task

No	Task	Who
2.3.5	Develop case studies that show how equality analysis/impact assessment is being used to inform planning and decision-making.	Equality Diversity and Inclusion Officer

Indicator 2.4: Performance monitoring and scrutiny

Developing category: Appropriate structures are in place to ensure delivery and review of equality objectives.

Measurement: 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.

Ongoing task(s)

No	Tasks	Who
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.	Chair of the EDI Strategic Board
2.4.2	Members of our internal EDI groups have an induction and understand what is expected of them when they undertake this role. This may result in the use of My RoadMap objectives.	Equality, Diversity and Inclusion Officer Leads for Employee Networks

Indicator 2.4: Performance monitoring and scrutiny

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.

Measurement: 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.

Ongoing task

No	Task	Who
2.4.3	Relevant EDI policies and action plans covering all employees and residents of all ages are considered, monitored and reviewed by key council committees such as Cabinet, People and Health Overview/Scrutiny, EDI Strategic Board, Extended Leadership/Corporate Leadership Teams.	Elected members Extended Leadership Team

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

Indicator 3.1: Commissioning and procuring services

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.

Measurement: 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.

Ongoing task(s)

No	Tasks	Who
3.1.1	External providers who deliver services on behalf of the council have confirmed they understand the Public Sector Equality Duty requirements and the Dorset Council local protected characteristics, which will be managed through agreed contracts.	Service Manager for Commercial and Procurement
3.1.2	We continue to review and assess our commissioning, procurement, and contract management processes to ensure we consider the different risks associated with our supply chains, including equality issues, modern slavery, and human trafficking, and seek to mitigate risk.	Service Manager for Commercial and Procurement
3.1.3	Establish how the equality impact of the council's procurement work has influenced the local economy.	Service Manager for Commercial and Procurement
3.1.4	Establish how building in accessibility requirements into IT procurement has made a difference to users of council IT services.	Head of ICT Operations Service Manager for Commercial and Procurement

Indicator 3.1: Commissioning and procuring services

Achieving category: Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle.

Measurement: 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.

Ongoing task(s)

No	Tasks	Who
3.1.5	Establish a monitoring process to capture and monitor social value and EDI from procurement and commercial activity.	Service Manager for Commercial and Procurement
3.1.6	Draw on existing and new EqIA work to establish the impact of procurement activities	Corporate Directors of Commissioning in Adults and Housing & Children's Services Service Manager for Commercial and Procurement Equality Diversity and Inclusion Officer

Indicator 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.

Measurement: 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.

Ongoing task(s)

No	Tasks	Who
3.2.1	Ensure EDI objectives are integrated into all council plans, strategies, policies, procedures and team charters when reviewed every 2 years.	Extended Leadership Team
3.2.2	Regular updates are provided to the EDI Strategic Board on how the council meets the planned Equality objectives.	Members of the EDI Strategic Board
3.2.3	Publish an annual EDI report that shows how the council meets its responsibilities under the Public Sector Equality Duty.	Equality Diversity and Inclusion Officer

Indicator 3.2: Integration of equality objectives into planned service outcomes

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.

Measurement: 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 planned. Resource implications have been properly assessed. Key decision makers demonstrate that they continuously monitor, review and evaluate performance of equality objectives.

Ongoing task

No	Task	Who
3.2.1	Review service plans to determine whether equality objectives are built into individual service plans by the end of this action plan.	All Service Managers

Indicator 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.

Measurement: 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.

Ongoing task(s)

No	Tasks	Who
3.3.1	Establish what internal and external feedback mechanisms the council has in place to capture user feedback on services it provides to residents.	Manager for Change Service Manager for Service Design
3.3.2	Ensure any user of a council system can share user feedback by protected characteristics which is standardised across all systems.	All Service Managers
3.3.3	Carry out an audit of accessibility in our buildings, including layouts, services delivery points, signage and quiet zones, and make improvements identified through the audit.	Corporate Director for Assets and Property Equality Diversity and Inclusion Officer

Indicator 3.3: Service delivery and design

Achieving category: There is evidence that services are meeting the needs of a diverse community, and that take up of services is representative of the wider community.

Measurement: 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 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.

Priority task

No	Task	Who
3.3.4	Develop a set of web accessibility principles that shows how the council is working towards meeting the WGAC 2.2 AA standard and the Public Sector Bodies Accessibility Regulations 2018 for the website (dorsetcouncil.gov.uk) and the internal intranet by the end of December 2025.	Web Manager

Ongoing task

No	Task	Who
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

Objective 4: Diverse and engaged workforce

Indicator 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.

Measurement: 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.

Priority task

No	Task	Who
4.1.1	End of April 2025, ensure the Dorset Council Recruitment and Selection Strategy makes a clear commitment to EDI and confirms what support is available to applicants and line managers.	Head of Human Resources

Ongoing task(s)

No	Tasks	Who
4.1.2	The EDI Strategic Board monitors recruitment and selection data at all stages of the process by protected characteristics to ensure the council workforce reflects the community it serves.	Head of Human Resources
4.1.3	Explore how the new recruitment system can better inform applicants about the support available during the recruitment and onboarding process.	Head of Human Resources

Indicator 4.1: Workforce diversity and inclusion

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.

Measurement: 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 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.

Ongoing task(s)

No	Tasks	Who
4.1.4	By the end of this action plan, all selection panels will be trained in inclusive recruitment practices and what support is available to assist employees in the workplace.	Head of Human Resources
4.1.5	Promote internal and external development opportunities for council employees from underrepresented groups.	Head of Human Resources

Indicator 4.2: Inclusive strategies and policies

Developing category: The organisation's workforce strategies and policies include equality considerations and objectives.

Measurement: 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 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.

Priority task(s)

No	Tasks	Who
4.2.1	Ensure the Dorset Council EDI policy is reviewed every two years, with the first review undertaken by the end of January 2026.	Equality, Diversity and Inclusion Officer
4.2.2	By the end of December 2025, update and publish the following policies and guidance: <ul style="list-style-type: none"> - Dignity at Work Policy - Violence, Aggression, Harassment at Work policy and guidance - Disability Leave (paid) - Capability, disciplinary and sicknesses processes/policies 	Equality, Diversity and Inclusion Officer Network Leads for Employee Networks Health and Safety Manager Trade Unions Head of Human Resources Trade Unions
4.2.3	Review the grievance resolution procedures by the end of March 2025 to ensure microaggressions are appropriately considered.	Head of Human Resources
4.2.4	By the end of December 2025, a new Dorset Council People Strategy will be published, which includes actions to support a diverse workforce.	Head of Organisational Development Head of Human Resources
4.2.5	By the end of February 2025, develop a Transgender policy and guidance that supports applicants/employees.	Equality, Diversity and Inclusion Officer Head of Human Resources Trade Unions

No	Tasks	Who
		LGBTQI+ Employee Network
4.2.6	By the end of March 2025, develop an inclusive approach in council areas where employees are required to wear uniforms in the workplace.	Head of Human Resources

Ongoing task(s)

No	Tasks	Who
4.2.7	To ensure all appropriate HR policies and procedures use gender-neutral language.	Head of Human Resources
4.2.8	Employees are encouraged to become Dignity at Work Advisers. This results in a year-on-year increase.	All line managers
4.2.9	Feedback from the Dignity at Work Advisers is used to ensure Dorset Council is an inclusive employer.	Equality, Diversity and Inclusion Officer
4.2.10	Provide reports on the issues/concerns identified by the work of the Dignity at Work Advisers to the EDI Operational Group.	Equality, Diversity and Inclusion Officer
4.2.11	Promote the Senior Leadership Team video concerning bullying and harassment in the workplace regularly.	Comms BP - Corporate & Internal Comms

Indicator 4.2: Inclusive strategies and policies

Achieving category: The equality objectives contained within workforce strategies are implemented and monitored.

Measurement: 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. 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.

Priority task(s)

No	Tasks	Who
4.2.12	By the end of December 2025, ensure exit interviews are undertaken, which helps the council understand why employees decided to leave. We aim to achieve a year-on-year increase by the end of this action plan. Exit interviews are monitored by protected characteristics.	Head of Human Resources All Service Managers
4.2.13	By the end of March 2025, embed the position concerning digital accessibility for employees, focusing 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.	Operations Manager - ICT User Support

Ongoing task(s)

No	Tasks	Who
4.2.14	Promote the assistance available for disabled employees (Reasonable Adjustment Passport, Access to Work, Disability leave and Assistive software/equipment). This information will be provided in an accessible format for employees who are not digitally connected.	Head of Human Resources
4.2.15	Ensure changes to council buildings consider relevant accessibility standards provided by bodies such as the British Standards Institution.	Health and Safety Manager Corporate Director for Assets and Property
4.2.16	Promote and embed across the council the guidance concerning making inclusive meetings and events information accessible to all council employees. This information will be provided in an accessible format for employees who are not digitally connected.	Comms BP - Corporate & Internal Comms
4.2.17	Provide hubs via the EDI SharePoint pages by protected characteristics, which give relevant information to employees on EDI. This information will be provided in an accessible format for employees who are not digitally connected.	Equality, Diversity and Inclusion Officer with support from the Employee Networks
4.2.18	Support the establishment of new Employee Networks related to national and local protected characteristics.	Equality, Diversity and Inclusion Officer
4.2.19	Promote the council's Employee Network to all employees via all internal communication platforms.	Comms BP - Corporate & Internal Comms

Indicator 4.3: Collecting, analysing and publishing workforce data

Developing category: Systems are in place to collect and analyse employment data across a range of practices (recruitment, training, leavers, grievance and disciplinaries etc).

Measurement: 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 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.

Priority task

No	Task	Who
4.3.1	By the end of March each year, continue to undertake a gender pay gap analysis and publish the results.	Head of Human Resources

Ongoing task(s)

No	Tasks	Who
4.3.2	Ensure the system to update employee demographics is easy to use and accessible to all employees.	Head of Human Resources
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. There is a 5% year-on-year reduction in the proportion of employees not providing any demographic information.	Head of Human Resources
4.3.4	Ensure employees undertake data protection training, which is available via the Learning Hub.	All line managers

Indicator 4.3: Collecting, analysing and publishing workforce data

Achieving category: The organisation regularly monitors, analyses and publishes employment data in accordance with its statutory duties.

Measurement: 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 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.

Priority task

No	Task	Who
4.3.5	By the end of March each year, undertake pay gap analysis in relation to age, disability, race, sexual orientation and transgender at all levels of seniority of the workforce if the quality of the data will result in a meaningful audit.	Head of Human Resources

Ongoing task(s)

No	Tasks	Who
4.3.6	We see a continued increase in the proportion of employees disclosing demographic information each year compared to council area, regional and national benchmarks.	Head of Human Resources
4.3.7	Publish an EDI workforce dashboard which provides information concerning recruitment and workforce by protected characteristic and across all levels of seniority, which also draws on relevant benchmarking information.	Equality, Diversity and Inclusion Officer Business Intelligence Team
4.3.8	Undertake an annual analysis of training data by protected characteristics to establish who is undertaking development opportunities across the organisation.	Learning & Development Lead

Indicator 4.4: Learning, development and progression

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.

Measurement: 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.

Priority task(s)

No	Tasks	Who
4.4.1	Between September and December each year, we undertake a review of the EDI training-related requirements, which are reviewed annually in partnership with our Employee Networks, Trade Unions, and EDI Strategic Board members to ensure they meet the organisation's needs and are accessible to all.	Members of the EDI Strategic Board Learning & Development Lead
4.4.2	Between September and December each year, ensure EDI learning and development opportunities are embedded within our Leadership and Management Development Academy.	Equality Diversity and Inclusion Officer Trade Unions Learning and Development Consultant

Ongoing task

No	Task	Who
4.4.3	Ensure leaders and managers understand the importance of completing mandatory training on EDI. Aim for 100% completion. Mandatory training will need to be accessible to all Dorset Council employees.	Learning & Development Lead

Indicator 4.4: Learning, development and progression

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.

Measurement: 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.

Priority task(s)

No	Tasks	Who
4.4.5	By the end of March 2026, employees must complete the support for our residents' module on the learning hub as part of their mandatory training.	Head of Organisational Development Equality Diversity and Inclusion Officer
4.4.6	Members complete the resident's module on the learning hub as part of their mandatory training by the end of March 2026.	Head of Customer Services, Libraries and Archives

Ongoing task(s)

No	Tasks	Who
4.4.7	Dorset Council commitment to EDI is incorporated at application, induction and through all aspects of employee experience.	Head of Organisational Development
4.4.8	A joint programme of EDI training is provided in partnership with the council and the recognised Trade Unions. The training is based on an organisational needs analysis.	Head of Organisational Development Equality, Diversity and Inclusion Officer Voluntary and Community Sector
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.	Head of Organisational Development Trade Unions Equality, Diversity and Inclusion Officer

No	Tasks	Who
4.4.10	Review 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 and sustainable and all employees receive the support they need to achieve their apprenticeship.	Head of Organisational Development Trade Unions Equality, Diversity and Inclusion Officer

Indicator 4.5: Health and wellbeing

Developing category: The organisation has begun to consider how equality, diversity and inclusion issues are linked to employee health and wellbeing.

Measurement: 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 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.

Priority task

No	Task	Who
4.5.1	By the end of March 2025, complete the Wellbeing Service Review and implement a new model.	Wellbeing Lead and Organisational Development Consultant (Strategy and Performance)

Ongoing task(s)

No	Tasks	Who
4.5.2	Provide health and wellbeing services that recognise and are tailored to the needs of national/local protected characteristics.	Wellbeing Lead and OD Consultant (Strategy and Performance)
4.5.3	Continue to promote the opportunity for employees to become mental health champions and ensure they are appropriately supported in this role. We see a year-on-year increase in employees undertaking this role.	Wellbeing Lead and OD Consultant (Strategy and Performance)
4.5.4	Promote opportunities for employees and elected members to undertake health and wellbeing checks when available.	Wellbeing Lead and OD Consultant (Strategy and Performance)

Indicator 4.5: Health and wellbeing

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.

Measurement: 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.

Priority task(s)

No	Tasks	Who
4.5.5	Publish a disability employment policy and process by the end of March 2025 that outlines how the council supports (including reasonable adjustments) disabled employees in the workplace.	Head of Human Resources
4.5.6	Guidelines on available support to assist disabled employees in the workplace will be published for line managers by the end of March 2025.	Head of Human Resources
4.5.7	By the end of September 2025, consider the development of a People Passport, which considers national/local protected characteristics.	Head of Human Resources

Ongoing task(s)

No	Tasks	Who
4.5.8	Individual departments and directorates promote health and wellbeing opportunities available via the Wellbeing Team and the Learning Hub throughout the year. Line managers promote these opportunities to their direct reports. By the end of this action plan, we see a year-on-year increase in employees undertaking these opportunities.	Line Managers
4.5.9	Provide health and wellbeing services to employees who experience discrimination, harassment or victimisation in the workplace.	Wellbeing Lead and OD Consultant (Strategy and Performance)

No	Tasks	Who
4.5.10	Implement individual Directorate Health and Wellbeing plans across the council.	Corporate Sponsors
4.5.11	Line Managers undertake the Wellbeing for Managers course and provide feedback that attendance has equipped them to address employee issues. By the end of this action plan, we see a year-on-year increase in line managers undertaking this course.	Line Managers