

## Equality and Diversity Action Plan 2018-2020

The Equality and Diversity Strategy Action Plan 2018-2020 supports the Council’s [Equality and Diversity Strategy](#). It is a working document and will be updated periodically to reflect changing borough needs.

The equality and diversity actions and milestones in the action plan have been developed around the following:

- **Performance area** – our objectives and milestones which have been grouped under 5 performance areas. These performance areas are used in the [Equality Framework for Local Government](#). This framework will be used to benchmark our equality successes.
- **Equality and Diversity Objectives** – having equality objectives is a requirement under the Equality Act 2010. The objectives are key areas we want to focus on to further equality in the borough. Our objectives were identified through consultation with groups representing the different protected characteristics.
- **Equality and Diversity Outcomes** – these are areas of good practice that will contribute greatly to furthering equality in Redbridge.

Performance Area	Equality and Diversity Objectives	Equality and Diversity Outcomes
<b>Knowing our communities</b>	<ul style="list-style-type: none"> <li>✓ Support a fairer Redbridge by making equality and diversity issues a key priority at all levels of the Council as a key part of all decision-making processes</li> </ul>	<ul style="list-style-type: none"> <li>• There is robust and comprehensive collecting of equality information across the Council</li> <li>• The analysis and use of equalities information is consistently informs service planning</li> <li>• Equalities information is shared across the organisation and between partners</li> </ul>
<b>Leadership, partnership and organisational commitment</b>	<ul style="list-style-type: none"> <li>✓ Promote equality through leadership across the Council</li> <li>✓ Engage and work with local statutory and voluntary, community and faith partners to further equality in Redbridge</li> <li>✓ During times of austerity continue to develop services to those most in need (or at risk of</li> </ul>	<ul style="list-style-type: none"> <li>• There is clear leadership of equality and diversity across the Council</li> <li>• Local vision and priorities are shaped and achieved through partnership and community engagement</li> <li>• Monitoring and scrutiny uses community outcomes as the measures of success</li> <li>• Communication with our partners and community is effective</li> </ul>

Performance Area	Equality and Diversity Objectives	Equality and Diversity Outcomes
	<p>becoming so) and further equality through commissioning and procurement</p>	<ul style="list-style-type: none"> <li>• Partnership, commissioning and procurement promotes good relations and drives equality outcomes</li> </ul>
<p><b>Involving our communities</b></p>	<ul style="list-style-type: none"> <li>✓ Foster greater community cohesion by creating a borough where difference and diversity is understood celebrated and valued</li> <li>✓ Promote a strong sense of community pride by encouraging and empowering people from all backgrounds to work together for the benefit each other and the borough</li> </ul>	<ul style="list-style-type: none"> <li>• Effective engagement occurs at all levels of the council</li> <li>• Good relations between all communities are promoted and community tensions are addressed</li> <li>• The value of diversity is celebrated across the whole community</li> <li>• A place that people are proud of and play an active part in is created</li> <li>• Engaging residents and communities in the co-designing, co-producing and co-delivering of services</li> </ul>
<p><b>Responsive services and customer care</b></p>	<ul style="list-style-type: none"> <li>✓ Ensure that services are accessible and welcoming to all communities</li> </ul>	<ul style="list-style-type: none"> <li>• Equality and human rights are integrated into all the Council's planning and delivery.</li> <li>• Services are shaped according to customers' needs</li> <li>• Services are accessible and provided through the most efficient and effective channels available</li> </ul>
<p><b>A skilled and committed workforce</b></p>	<ul style="list-style-type: none"> <li>✓ Develop and sustain a diverse, skilled and committed workforce able to meet the needs of local people</li> <li>✓ Ensure that all staff are valued and account is taken of their diversity</li> <li>✓ Staff are equipped with the knowledge and skills required to meet the diverse needs of residents</li> </ul>	<ul style="list-style-type: none"> <li>• An environment where employees' health and wellbeing is supported is created</li> <li>• Employees experience throughout their employment is positive and will enhance productivity</li> <li>• Leadership capability is developed and enhanced to drive culture change</li> <li>• All levels of the workforce reflect the diversity of the local population</li> </ul>

## 1. Knowing our communities

Understanding our community plays an important role in helping us match our services to resident's priorities and needs. It is about knowing who does and doesn't use our services, identifying and addressing areas of inequality, disadvantage and under-representation. Knowing our population and working with other organisations is vital to ensure that any decisions made are based on high quality intelligence.

<b>Equality and Diversity Objectives</b>	<ul style="list-style-type: none"> <li>Support a fairer Redbridge by making equality and diversity issues a key priority at all levels of the Council as a key part of all decision-making processes</li> </ul>
<b>Equality and Diversity Outcomes</b>	<ul style="list-style-type: none"> <li>There is robust and comprehensive collecting of equality information across the Council</li> <li>The analysis and use of equalities information is consistently informs service planning</li> <li>Equalities information is shared across the organisation and between partners</li> </ul>
<b>Strategic Enablers</b>	Engagement Strategy
<b>Responsible Director</b>	Gladys Xavier, Interim Director of Public Health and Commissioning

Equality and Diversity Objectives and Outcomes	Lead	Actions	Timescales	Measure of Success
<b>Support a fairer Redbridge by making equality and diversity issues a key priority at all levels of the Council as a key part of all decision-making processes</b>  There is robust and comprehensive collecting of equality information across the Council	Business Intelligence Hub	Identify ways to share data to develop a sophisticated understanding of the difference between the equality profile of the borough and who accesses our services. Make data available to services where relevant to inform their service provision and impact assessments	March 2020	<ul style="list-style-type: none"> <li>We develop a rich and detailed understanding of our communities.</li> <li>Up to date ward-level data is available on our website</li> </ul>
	Policy, Equalities and Communities	Collect and analyse soft data and intelligence about our communities, including intelligence from front-line workers to complement our data and support our approach to equalities	March 2020	<ul style="list-style-type: none"> <li>Develop current qualitative data to use as our equalities evidence base across the Council</li> </ul>
	Policy, Equalities and Communities	Publish data annually to show how the Council meets the Public Sector Equality Duty	Annually in March	<ul style="list-style-type: none"> <li>Information and data shared on Redbridge website is up-to-date</li> </ul>
	Business Intelligence Hub	Develop a comprehensive understanding of what data we share and with whom.	March 2019	<ul style="list-style-type: none"> <li>Completed analysis of what data we share and with whom</li> </ul>

Equality and Diversity Objectives and Outcomes	Lead	Actions	Timescales	Measure of Success
<p>The analysis and use of equalities information consistently informs service planning</p> <p>Equalities information is shared across the organisation and between partners</p>	And Information Governance			
	BI Hub And Policy, Equalities and Communities	<p>Release open data in meaningful and innovative ways and engage with local groups and partners to make better use of it, including to inform our equality priorities. Develop open data sources including:</p> <ul style="list-style-type: none"> <li>• information from the Joint Strategic Needs Assessment (JSNA)</li> <li>• Relevant equalities data</li> </ul>	March 2020	<ul style="list-style-type: none"> <li>• Up-to-date data available on our website</li> <li>• Automated data sets online in the form of a dashboard that all staff can access</li> </ul>
	Policy, Equalities and Communities	<p>Commit that data is up to date and published on our website including:</p> <ul style="list-style-type: none"> <li>• EQIA's</li> <li>• Annual Workforce report</li> <li>• Annual Gender pay report</li> </ul>	March 2020	<ul style="list-style-type: none"> <li>• Data is published annually for residents to access</li> </ul>

## 2. Leadership, partnership and organisational commitment

It is vital that we have a robust structure with clearly identified roles and responsibilities to ensure that both Members and officers can perform their equalities roles well and champion equality issues within their wards/service areas and empower others within the local community.

Our goal is to challenge discrimination, promote equality of opportunity and understanding and foster good relations within our community. This will involve working closely with our public and private sector colleagues and those in the voluntary and community sectors who work hard to promote the rights and needs of those they represent.

<b>Equality and Diversity Objectives</b>	<ul style="list-style-type: none"> <li>Promote equality through leadership across the Council</li> <li>Engage and work with local statutory and voluntary, community and faith partners to further equality in Redbridge</li> <li>During times of austerity continue to develop services to those most in need (or at risk of becoming so) and further equality through commissioning and procurement</li> </ul>
<b>Equality and Diversity Outcomes</b>	<ul style="list-style-type: none"> <li>There is clear leadership of equality and diversity across the Council</li> <li>Local vision and priorities are shaped and achieved through partnership and community engagement</li> <li>Monitoring and scrutiny uses community outcomes as the measures of success</li> <li>Communication with our partners and community is effective</li> <li>Partnership, commissioning and procurement promotes good relations and drives equality outcomes</li> </ul>
<b>Strategic Enablers</b>	Equality Impact Assessments
<b>Responsible Director</b>	Jackie Odunoye, Operational Director of Housing

Equality and Diversity Objectives and Outcomes	Lead	Actions	Timescales	Measure of Success
<b>Promote equality through leadership across the Council</b>  There is clear leadership of equality and diversity across the Council	Constitutional Affairs Policy, Equalities and Communities	Review our processes to make sure that Members and officers have the information required to rigorously challenge and considered the equalities implications of all major service and policy proposals Include Equality and Diversity Awareness raising information in Members Induction and signpost to additional resources and training	September 2018	<ul style="list-style-type: none"> <li>Number of awareness sessions delivered</li> <li>Percentage of new councillors completing Members Diversity Awareness training. Equality Impact Analysis information attached to all Cabinet/committee reports</li> </ul>
	Senior Leadership Team	Senior Leadership Team are committed to equalities in the workplace and across the	September 2018	
				March 2019

Equality and Diversity Objectives and Outcomes	Lead	Actions	Timescales	Measure of Success
Monitoring and scrutiny uses community outcomes as the measures of success		Borough and have a clear understanding of their role as leaders to: <ul style="list-style-type: none"> <li>• create awareness and promote ownership across the Council of the Equality and Diversity Strategy</li> <li>• be visible in the ways they are driving the equality agenda forward</li> <li>• understand inequality in their areas and have a clear approach to what they will do to address this.</li> <li>• encourage a culture where staff understand their role in relation to equalities and behave in a way that illustrates this understanding</li> </ul>		owned by the Council, partners and the community.
	Policy, Equalities and Communities and Communications	Increased visibility of our leadership through messages of celebration and communications about key national days and weeks to our community and staff	March 2019	<ul style="list-style-type: none"> <li>• Annual calendar of messages in place</li> </ul>
	All Services	Review our processes and training to make sure that Officers and Councillors are adequately trained and understand the statutory due regard requirements by ensuring that: <ul style="list-style-type: none"> <li>• Cabinet and scrutiny reports have the relevant equality and fairness analysis available.</li> <li>• The equality analysis is made available to decision-makers as early as possible</li> <li>• Equality Impact Analysis information is published and accessible to residents</li> </ul>	September 2018	<ul style="list-style-type: none"> <li>• Number of Officers and Councillors trained on their statutory equality duties and responsibilities</li> <li>• Number and quality of equality statements with committee reports</li> </ul>
<b>Engage and work with local statutory and voluntary,</b>	Communications and Marketing	Develop new ways of communicating so that our marketing and messages are accessible to the widest audience.	March 2020	Number of people our messages are reaching across platforms

Equality and Diversity Objectives and Outcomes	Lead	Actions	Timescales	Measure of Success
<p><b>community and faith partners to further equality in Redbridge</b></p> <p>Local vision and priorities are shaped and achieved through partnership and community engagement</p> <p>Communication with our partners and community is effective</p>	Communications and Marketing	To maintain our ranking for website accessibility in the top 10 per cent of London and UK councils on Site Morse UK Local Government Survey by continuing weekly reviews of accessibility.	March 2019	<ul style="list-style-type: none"> <li>• Increase ranking on Site Morse for London and UK</li> </ul>
	Customer	Trial the ReciteMe Accessibility Tool on the Redbridge website with a view to roll out across our other integrated websites.	April 2019	<ul style="list-style-type: none"> <li>• Achieve Web Content Accessibility Level 'AA'.</li> <li>• Increased ranking on Site Morse</li> </ul>
	Public Health Adult Care & Wellbeing	Develop a 'Redbridge Disability Charter' with a set of principles that sit across and inform commissioning processes across the Council in co-production with key local organisations to improve the quality of life for residents	The draft charter will be subject to a 12-week consultation in July 2018	<ul style="list-style-type: none"> <li>• Published Disability Charter</li> <li>• The Charter is recognised and adopted widely across Redbridge</li> <li>• Partners and other stakeholders adopt the Charter</li> </ul>
<p><b>During times of austerity continue to develop services to those most in need (or at risk of becoming so) and further equality through commissioning and procurement</b></p> <p>Partnership, commissioning and procurement promotes good relations and drives equality outcomes</p>	Procurement Policy, Equalities and Communities	Undertake a cross-service review to ensure we are maximising the opportunities and benefits from the Social Value Act 2012	March 2019	<ul style="list-style-type: none"> <li>• Equality considerations are evident in the procurement process including in specification and our agreements with suppliers</li> </ul>
	Procurement All services	<p>We will ensure equality objectives are delivered through the procurement process by:</p> <ul style="list-style-type: none"> <li>• identifying barriers to entry for smaller and local businesses by finding out why they don't respond to advertisements or invitations to tender</li> <li>• ensuring that Social Value is scored at 10% when awarding contracts to suppliers on all opportunities over the EU threshold</li> <li>• delivering training for Sustainable Procurement and the Social Value Act</li> </ul>	March 2019	<ul style="list-style-type: none"> <li>• Equality considerations are evident in the procurement process including in specification and our agreements with suppliers</li> <li>• Staff have attended training for Sustainable Procurement and the Social Value Act</li> <li>• Contract monitoring shows that suppliers provide evidence that</li> </ul>

Equality and Diversity Objectives and Outcomes	Lead	Actions	Timescales	Measure of Success
		<ul style="list-style-type: none"> <li>organising meet the buyer events as part of our aspiration to develop local suppliers including the Fair Employer Standard statement in all tender documentation sent to suppliers</li> </ul>		they are fulfilling their obligations



### 3. Involving our communities

Our residents' views are important to us and the main challenge in the years ahead will be to ensure people feel they can influence the decisions made in their borough by increasing participation in public life.

Engaging directly with our residents will provide an excellent opportunity to foster good relations and promote understanding, ensuring Redbridge is a place where everyone can make a meaningful contribution to their community and shape the services that matter to them.

<b>Equality and Diversity Objectives</b>	<ul style="list-style-type: none"> <li>Foster greater community cohesion by creating a borough where difference and diversity is understood celebrated and valued</li> <li>Promote a strong sense of community pride by encouraging and empowering people from all backgrounds to work together for the benefit each other and the borough</li> </ul>
<b>Equality and Diversity Outcomes</b>	<ul style="list-style-type: none"> <li>Effective engagement occurs at all levels of the council</li> <li>Good relations between all communities are promoted and community tensions are addressed</li> <li>The value of diversity is celebrated across the whole community</li> <li>A place that people are proud of and play an active part in is created</li> <li>Engaging residents and communities in the co-designing, co-producing and co-delivering of services</li> </ul>
<b>Strategic Enablers</b>	Redbridge Community Safety Partnership's Hate Crime Action Plan 2018/19, Our Streets Strategy
<b>Responsible Director</b>	Caroline Bruce, Corporate Director of Place

<b>Equality and Diversity Objectives and Outcomes</b>	<b>Lead</b>	<b>Actions</b>	<b>Timescales</b>	<b>Measure of Success</b>
<b>Foster greater community cohesion by creating a borough where difference and diversity is understood celebrated and valued</b>	Policy Equalities and Communities	Commission a State of the Sector survey to build on our current understanding of our strategic partners in the borough, using this information to understand resilience and create opportunities to improve relationships as well as identify those we engage with and those we do not.	December 2018	<ul style="list-style-type: none"> <li>Completed Survey that gives is insight and understanding of the needs of the third sector in Redbridge</li> </ul>
	Policy Equalities and Communities	Review the effectiveness of the Community Grants programme to identify if this meets the needs of our community including those with protected characteristics.	March 2019	<ul style="list-style-type: none"> <li>Refreshed approach to the way we deliver out grants programme</li> </ul>

Equality and Diversity Objectives and Outcomes	Lead	Actions	Timescales	Measure of Success
Effective engagement occurs at all levels of the council	Policy Equalities and Communities	<p>We will develop community engagement structures that are inclusive to communities with protected characteristics and vulnerable and marginalised groups. We will do this by:</p> <ul style="list-style-type: none"> <li>• Ensuring that services plan consultation and engagement into their business planning at an early stage</li> <li>• Considering where shared engagement structures/mechanisms can be developed with partners, particularly in response to “consultation fatigue</li> <li>• Pilot a new online consultation tool with increased engagement capabilities</li> <li>• Creating an effective feedback process following consultations</li> </ul>	March 2019	<ul style="list-style-type: none"> <li>• Equalities consideration is part of the annual business planning process for 2018/19 and 2019/20</li> <li>• New online consultation tool established with increased engagement capabilities</li> <li>• Co-design and co-production principles are mainstreamed across the Council</li> <li>• Communities feel involved in decision-making at every level</li> <li>• Engagement activity has a meaningful impact of service design and delivery</li> <li>• Staff members feel empowered and confident to carry out deeper and more meaningful engagement with residents</li> </ul>
	Policy Equalities and Communities	<p>Develop a consistent approach to community tensions in times of perceived or actual crisis by building on the Community Network established in February 2018 by:</p> <ul style="list-style-type: none"> <li>• Meeting three times a year with community groups via the Community Network</li> <li>• listening to community groups and encouraging them to work together to identify shared solutions for potential tensions</li> <li>• build a picture of what tensions may exist between Redbridge’s communities and to plan collective local action to counter this risk.</li> </ul>	March 2019	<ul style="list-style-type: none"> <li>• Community Network to meet three times a year</li> <li>• Obtain and act on feedback and information from our community groups</li> <li>• Community leaders feel listened to and included</li> <li>• High risk community tensions receive an appropriate, timely and inclusive community response</li> </ul>

Equality and Diversity Objectives and Outcomes	Lead	Actions	Timescales	Measure of Success
<p><b>Promote a strong sense of community pride by encouraging and empowering people from all backgrounds to work together for the benefit each other and the borough</b></p> <p>Good relations between all communities are promoted and community tensions are addressed</p> <p>The value of diversity is celebrated across the whole community</p> <p>A place that people are proud of and play an active part in is created</p> <p>Engaging residents and communities in</p>	Civic Pride and Policy, Equalities and Communities	<p>Launch the Redbridge Hate Crime Strategy and develop the Redbridge Community Safety Partnership's Hate Crime Action Plan for 2018/19 to:</p> <ul style="list-style-type: none"> <li>• Build strong and cohesive community</li> <li>• Increase confidence in the reporting of hate crime and hate incidents</li> <li>• Raise awareness of all forms of hate crime</li> <li>• Work in partnership with communities to support victims</li> </ul>	March 2019	<ul style="list-style-type: none"> <li>• People who experience hate crime feel confident in coming forward to report it.</li> <li>• Victims of hate crime are well supported</li> <li>• Residents know how and where to report hate crime</li> <li>• Community leaders feel empowered to work with their communities to report hate crime</li> <li>• Initiatives promoted with partners to promote Hate Crime Awareness Week</li> </ul>
	All services	<p>Organise and celebrate events to raise awareness of equality and diversity issues, including</p> <ul style="list-style-type: none"> <li>• Time to Talk</li> <li>• Disability Awareness Week</li> <li>• Ramadan Staff Q&amp;A</li> <li>• Staff Carers Q&amp;A</li> <li>• Hate Crime Q&amp;A and Hate Crime Week</li> <li>• Black History Month activity</li> </ul>	March 2019	<ul style="list-style-type: none"> <li>• Number of diversity-related events</li> <li>• Number of attendees at events</li> <li>• Number of events organised and led by staff</li> </ul>
	Public Health Adult Care & Wellbeing	<p>Deliver the pan-disability celebration festival on Christchurch Green opposite Woodbine Day Centre in conjunction with our community partners and stakeholders</p>	July 2018	<ul style="list-style-type: none"> <li>• Attendance levels at festival</li> <li>• Number of community groups and businesses involved in delivering the festival</li> <li>• Positive feedback from attendees</li> </ul>
	Human Resources	<p>Develop a staff volunteering programme, which will be delivered as part of the workplace health and wellbeing agenda.</p>	March 2019	<ul style="list-style-type: none"> <li>• Staff to play a more active role in civic life, and integrate with the local community in new ways</li> </ul>

Equality and Diversity Objectives and Outcomes	Lead	Actions	Timescales	Measure of Success
the co-designing, co-producing and co-delivering of services	Public Health Adult Care & Wellbeing	<p>We will continue to embed the principles of co-production into our service design and delivery through:</p> <ul style="list-style-type: none"> <li>• use of an engagement advisory panel made up of voluntary sector representatives</li> <li>• co-production activities with service users</li> <li>• co-producing the design of the new Adults day opportunity services</li> </ul> <p>sharing good practice and learning throughout the organisation.</p>	March 2020	<ul style="list-style-type: none"> <li>• Number of services or programmes developed through co-design</li> </ul>
	Education and Inclusion	<p>Programme of events delivered with Redbridge Youth Council including:</p> <ul style="list-style-type: none"> <li>• Local Democracy Week, encouraging young people to understand how local democracy works at local authority level, encouraging women to take part in local democracy.</li> <li>• Worlds Mental Health Day – raising young people’s awareness how mental health issues affecting them.</li> <li>• Holocaust Memorial Day 2019</li> </ul>	<p>October 2018</p> <p>October 2018</p> <p>January 2019</p>	<ul style="list-style-type: none"> <li>• Number of events and projects</li> <li>• Number of attendees at events</li> </ul>

## 4. Responsive services and customer care

We need to offer services that are relevant and inclusive so that our limited resources are targeted where residents need them most. To achieve this we will talk to you, we will ask your views and listen and respond to what you tell us. We will also continue to assess our current services and new proposals to ensure that they are fit for purpose and do not exclude anyone on grounds of a protected characteristic (as defined within the Equality Act 2010).

<b>Equality and Diversity Objectives</b>	<ul style="list-style-type: none"> <li>• Ensure that services are accessible and welcoming to all communities</li> </ul>
<b>Equality and Diversity Outcomes</b>	<ul style="list-style-type: none"> <li>• Equality and human rights are integrated into all the Council's planning and delivery.</li> <li>• Services are shaped according to customers' needs</li> <li>• Services are accessible and provided through the most efficient and effective channels available</li> </ul>
<b>Strategic Enablers</b>	Customer Access Programme, Corporate Approach to Accessibility, A Health and Wellbeing Strategy for Redbridge 2017-21, Redbridge Dementia Plan 2017-2020, Redbridge Housing Strategy 2017-22
<b>Responsible Director</b>	Emeran Saigol, Head of Change and Customers

Equality and Diversity Objectives and Outcomes	Lead	Actions	Timescales	Measure of Success
<p><b>Ensure that services are accessible and welcoming to all communities</b></p> <p>Equality and human rights are integrated into all the Council's planning and delivery</p> <p>Services are shaped according to customers' needs</p>	Policy, Equalities and Communities	<p>Provide tools for frontline staff to raise awareness of our diverse communities and any considerations they need to make when interacting with certain communities including:</p> <ul style="list-style-type: none"> <li>• Diversity Calendar and toolkit for managers</li> <li>• Cultural and religious guidance</li> </ul>	August 2018	
	Public Health Adult Care & Wellbeing	<p>Further development of Redbridge as a 'Dementia Friendly' borough through a programme of awareness-raising for the wider community with the purpose of supporting people living with dementia, enabling them to feel supported and maintain independence for longer.</p> <p><i>Aligns with A Health and Wellbeing Strategy for Redbridge 2017-21)</i></p>	March 2019	<ul style="list-style-type: none"> <li>• Increase in referrals to the memory clinic.</li> </ul>

Equality and Diversity Objectives and Outcomes	Lead	Actions	Timescales	Measure of Success
Services are accessible and provided through the most efficient and effective channels available	Housing	<p>Ensure that those who most need housing support are given it by:</p> <ul style="list-style-type: none"> <li>• Conducting a review of services and developing an Older Persons Housing Strategy</li> <li>• Identify funding opportunities for increasing the supply of supported housing for vulnerable groups in the borough</li> <li>• Ensuring the needs of vulnerable groups, including those with learning disabilities, mental health issues, autism, older people and care leavers are considered in developing new housing supply</li> <li>• Producing a statement of housing opportunities for younger people</li> </ul> <p><i>Aligns with the Redbridge Housing Strategy 2017-22</i></p>	March 2020	<ul style="list-style-type: none"> <li>• Published Older Persons Housing Strategy that considers the distinct and separate needs of older people in the borough.</li> <li>• Increase in the supply of supported housing for vulnerable groups in the borough.</li> <li>• New developments consider the needs of these groups during planning</li> </ul>
	Policy Equalities and Communities  All Services	<p>We will ensure that equality impact assessments (EQIA's) are embedded in our decision-making and that they are meaningful and have used real data to inform us by:</p> <ul style="list-style-type: none"> <li>• Reviewing templates and guidance to make sure they are fit for purpose</li> <li>• Establishing a quality assurance process for EQIA's</li> <li>• Deliver workshops on how to complete an EQIA</li> <li>• Ensuring that equality impact assessments are published, available for scrutiny on the Council's website.</li> </ul>	August 2018	<ul style="list-style-type: none"> <li>• Equality impact assessments routinely carried out and to a consistently high standard</li> <li>• Evidence from the EQIA informs service delivery and review</li> <li>• All EQIA's are available online</li> </ul>
	Policy Equalities and Communities	Produce an annual report written on cumulative impact across protected characteristics of budget proposals.	Annually in February	<ul style="list-style-type: none"> <li>• Annual report published on internet</li> </ul>

Equality and Diversity Objectives and Outcomes	Lead	Actions	Timescales	Measure of Success
	All Services			<ul style="list-style-type: none"> <li>Analysis of the cumulative impact has informed decision-making about future savings proposals</li> </ul>
	Customer Services	<p>We will make sure we put accessibility at the heart of all we do by:</p> <ul style="list-style-type: none"> <li>creating accessibility standards for customer services</li> <li>providing accessibility awareness training for all Customer access centre staff, with training to be made available to all Council staff at later stage.</li> <li>implementing all the recommendations relating to accessibility made by RNIB in November 2017</li> </ul>	March 2019	<ul style="list-style-type: none"> <li>Accessibility standards for customer service covered in training for all customer services staff who work in the new customer centre.</li> <li>All staff in customer awareness have had accessibility training</li> <li>An agreed number of staff have attended training</li> </ul>
	Public Health Adult Care & Wellbeing?	Review the Redbridge My Life signposting website to assess how fit for purpose and useful it is.	March 2019	<ul style="list-style-type: none"> <li>A website for residents with learning difficulties that is accessible and useful.</li> </ul>
	All Services (via the Accessibility Working Group)	Become the first Council in the country to achieve a Council-wide Louder than Words accreditation.	October 2019	<ul style="list-style-type: none"> <li>Achievement of the Council-wide Louder than Words accreditation.</li> </ul>
	Regeneration, Planning and Property	Provide dedicated provision from Work Redbridge to support claimants who have a disability into sustainable work	2018-19	<ul style="list-style-type: none"> <li>Number of people with a disability supported into training or employment via Work Redbridge</li> </ul>

## 5. A skilled and committed workforce

We have a moral and legal responsibility to ensure our employment practices are fair and that we make every effort to recruit a workforce that is representative of the community that we serve. We recognise that this can only be achieved by engaging with staff and understanding their needs to help us ensure everyone has equal and fair access to a rewarding and enjoyable career at Redbridge council

<b>Equality and Diversity Objectives</b>	<ul style="list-style-type: none"> <li>• Develop and sustain a diverse, skilled and committed workforce able to meet the needs of local people</li> <li>• Ensure that all staff are valued and account is taken of their diversity</li> <li>• Staff are equipped with the knowledge and skills required to meet the diverse needs of residents</li> </ul>
<b>Equality and Diversity Outcomes</b>	<ul style="list-style-type: none"> <li>• An environment where employees' health and wellbeing is supported is created</li> <li>• Employees experience throughout their employment is positive and will enhance productivity</li> <li>• Leadership capability is developed and enhanced to drive culture change</li> <li>• All levels of the workforce reflect the diversity of the local population</li> </ul>
<b>Strategic Enablers</b>	Resources Business Plan 2018-19, People Strategy 2018, Equalities and Inclusion in Employment Action Plan, HR Diversity Action Plan
<b>Responsible Director</b>	Peter Ratnarajah, Assistant Director Revenues, Benefits & Transactional Centre

<b>Equality and Diversity Objectives and Outcomes</b>	<b>Lead</b>	<b>Actions</b>	<b>Timescales</b>	<b>Measure of Success</b>
<b>Ensure that all staff are valued and account is taken of their diversity</b>	Public Health Adult Care & Wellbeing and Human Resources	Implementation of the Health & Wellbeing Strategy 2017-2021 through the Workplace Health Action Plan	March 2020	<ul style="list-style-type: none"> <li>• Delivery of the actions in the Plan</li> </ul>
An environment where employees' health and wellbeing is supported is created	Human Resources	Review our offer for staff mentoring and take-up from underrepresented groups	March 2019	<ul style="list-style-type: none"> <li>• Increased uptake of mentoring programme, particularly for staff from underrepresented groups</li> </ul>



Equality and Diversity Objectives and Outcomes	Lead	Actions	Timescales	Measure of Success
Employees experience throughout their employment is positive and will enhance productivity				
<b>Staff are equipped with the knowledge and skills required to meet the diverse needs of residents</b>  Leadership capability is developed and enhanced to drive culture change	Human Resources	We will refresh our HR Strategy with a renewed focus on equality and diversity	April 2019	<ul style="list-style-type: none"> <li>• Delivery and implementation of the new HR Strategy</li> </ul>
	Human Resources	Review our E&D based learning and development opportunities including the current arrangements offered via Learning Zone	March 2020	<ul style="list-style-type: none"> <li>• Refreshed offer that meets the needs of our staff</li> </ul>
<b>Develop and sustain a diverse, skilled and committed workforce able to meet the needs of local people</b>  All levels of the workforce reflect the diversity of the local population	Human Resources	Use the workforce diversity and gender pay gap data to work towards improving how representative the workforce is.	March 2020	
	Human Resources	Review the current performance indicators for equalities and inclusion in employment for the organisation including any around gender, BME, LGBT, staff with disabilities and mental health. <i>Aligns with HR Equalities and Inclusion in Employment action plan</i>	March 2019	
	Human Resources	Take steps to encourage declaration of staff equality monitoring data, particularly around disability through undertaking a promotional campaign to encourage staff to disclose their personal data	March 2020	<ul style="list-style-type: none"> <li>• Increase in number of people who declare equality information</li> <li>• Increase in number of people who declare a disability.</li> </ul>
	Human Resources	Undertake a review to understand how we perform in the attraction and retention of	March 2019	<ul style="list-style-type: none"> <li>• Better understanding of why people leave and what they move onto.</li> </ul>

Equality and Diversity Objectives and Outcomes	Lead	Actions	Timescales	Measure of Success
		graduates and apprentices from communities with protected characteristics		
	Human Resources	Improve the levels of progressions and development of BME into leadership roles	March 2020	<ul style="list-style-type: none"> <li>Increased number of BME staff in leadership roles</li> </ul>

## Implementation of this plan

To deliver this action plan effectively, it is important for all staff to understand clearly their role in the delivery of equality and diversity related activity and feel confident in embedding equality considerations in all they do:

The **Cabinet** has overall responsibility for the Council's [Equality and Diversity Strategy](#) and ensuring adequate resources are provided for its implementation.

**Senior officers and Members** will scrutinise progress against the actions set out in this plan by consistently monitoring the action plan at the Corporate Equality and Diversity Group

The Council's **Senior Management Team** is responsible for overseeing implementation of and monitoring progress in delivering the Action Plan.

**Operational Directors or Heads of Service** must authorise completed Equality Impact Assessments (EQIAs) when reviewing how council functions are delivered or when they develop new or review existing council policies or strategies.

**Managers** are responsible for ensuring that all aspects of their services comply with the Policy and all staff are trained and informed of their responsibility towards the promotion of equalities. Managers are also responsible for creating an inclusive workplace culture in which all staff can thrive and reach their potential.

The **Policy, Equalities and Communities** service is responsible for advising on diversity and equalities issues across the council and supporting managers to ensure these are reflected in strategy and policy development, and service improvements. This team will also be monitoring progress against the Action Plan and report to the Corporate Equalities and Diversity Group.

**All staff** must ensure fairness towards colleagues, service users and other members of the community in carrying out their duties. All staff should help to promote the Council's [Equality and Diversity Strategy](#) in the workplace in all aspects of service delivery and to work towards the elimination of discrimination. All staff have a duty to report instances of discrimination to their manager at the earliest opportunity so that appropriate action can be taken to remedy the situation.

The Council requires those who provide services on its behalf to ensure their service provision and employment practices, are consistent with this Policy. You are a **service provider** regardless of if the goods, facilities or services you provide are free or paid for.

## Glossary of Terms and Acronyms

BME - The term Black and Minority Ethnic (BME) usually refers to people who have migrated into the UK from overseas.

CEDG - Corporate Equalities and Diversity Group

Co-design - an approach to design of services attempting to actively involve all stakeholders (e.g. employees, partners, residents, end users) in the design process to help ensure the result meets their needs and is usable.

Co-production - Co-production is when you as an individual influence the support and services you receive, or when groups of people get together to influence the way that services are designed, commissioned and delivered

EQIA - equality impact assessments

GDPR - General Data Protection Regulation

LGBT - LGBT is the abbreviation for lesbian, gay, bisexual and transgender

Protected Characteristics – Under the Equality Act 2010 it is against the law to discriminate against anyone because of age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity. These are now called ‘protected characteristics’.