Equality Framework for Local Government (EFLG)
2020 Version

Introduction

The Equality Framework has been updated to reflect the latest legislation affecting equality such as Gender Pay Gap reporting, GDPR, the changing context of the local government sector and equality in Britain and in response to other significant issues that might affect equality including the UK's decision to leave the European Union.

The equality framework is intended to help Councils:

- deliver accessible and responsive services to customers and residents in their communities including those from protected characteristics
- employ a workforce that reflects the diversity of the area they are serving
- provide equality of opportunity for all staff
- Meet the requirements of the Public Sector Equality Duty

It seeks to do this by:

- Identifying the areas of activity that Councils need to be address to deliver good equality outcomes
- Helping Councils to understand how they can build equality into processes and practices
- supporting organisations to become inclusive employers
- Enabling Councils to informally self-assess their progress on the equality improvement journey and determine where and how they need to improve.
- Providing the framework for an LGA Equality peer challenge

Underlying Principles

- The EFLG is part of the LGA's sector led improvement offer to the local government sector and as such engagement with the Framework is voluntary.
- The Framework can help with compliance with the Public Sector Equality Duty which is a legal obligation of the Equality Act 2010.
- The Framework references the nine legally protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation. It also encourages Councils to consider other issues that might be affecting their staff such as caring responsibilities as well issues affecting communities such as socio-economic inequality and isolation including rural isolation
- The EFLG is supportive of the EHRC's six selected domains of equality measurement which it has identified as the areas of life that are important to people and that enable them to flourish. They are: Education, Work, Living standards, Health, Justice and personal security, and Participation
- The modular design of the Framework reflects the fact that Councils come in all shapes and sizes with different resources, communities and priorities. It recognises that action on all equality issues at once is not always possible.
- The Framework supports the LGA's Equality Peer Challenge

The Framework sets out four modules for improvement underpinned by a range of criteria and practical guidance that can help a Council plan, implement and deliver real equality outcomes for employees and the community. The four modules are:

- **Understanding and working with your communities**
- **Leadership and Organisational Commitment**
- **Responsive Services and Customer Care**
- **Diverse and Engaged Workforce**

For each module there are three Levels. Developing; Achieving and Excellent. The levels are progressive and cumulative so an organisation can plan and chart its progression against different priorities. Councils can be at different levels of the framework for different modules.

Developing - The developing level criteria contain the basic building blocks for each priority. An organisation at the Developing level has made an organisational commitment to improving equality. It is putting in place processes to deliver on equality issues and is working towards meeting and exceeding the statutory requirements.

Achieving - An organisation at the Achieving level has policies, processes and procedures in place and is delivering some good equality outcomes. It is not only meeting, but can demonstrate exceeding statutory requirements.

Excellent - An organisation at the Excellent level has mainstreamed equality throughout the organisation and can demonstrate that it is delivering significant outcomes across its services that are making a difference in its communities. The organisation not only exceeds statutory requirements and it is an exemplar council for equality and diversity in the local government and wider public sector.

The modules contain a number of themes, each with short descriptor at each level of the framework. This is followed by a set of indicators or criteria that can be used to self-assess.

Understanding and Working with your Communities	Leadership and Organisational Commitment
Collecting and sharing information	Leadership
Analysing and using data and information	Priorities and working in partnership
Effective community engagement	Assessing equality impact in policy and decision taking
Fostering good community relations	Equality objectives and annual reporting
Participation in public life	Performance monitoring and scrutiny
Responsive Services and Customer Care	**Diverse and Engaged Workforce**
Commissioning and procuring services	Workforce diversity
Integration of equality objectives into service planning	Inclusive strategies and policies
Service delivery	Collecting, analysing and publishing workforce data
	Learning and development
	Health and wellbeing

Understanding and Working with your Communities		
Developing	**Achieving**	**Excellent**
Collecting and Sharing Information		
1.1 The organisation has gathered and published information and data on the profile of its communities and the extent of inequality and disadvantage. Plans are in place to collect, share and use equality information with partners.	1.2 Relevant, proportionate and appropriate information about the local communities and their protected characteristics is being gathered. Information is shared across the organisation and with partners	1.3 A comprehensive set of information about local communities/protected characteristics needs and outcomes is regularly updated and published and used to identify priorities for the local area
Criteria		
The organisation is clear about what sources of information (both local and national) are relevant and useful. The organisation knows what information is already being collected – internally and by its partners, including voluntary and community sector stakeholders? Some information and data has 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 authority is compliant with GDPR legislation in its collection, analysis storage and use of data and information	Information is disaggregated and 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 organisation 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 gaps and to inform outcomes for the area. There are robust and effective protocols in place for sharing information between partners and to ensure data protection	The Council is working with partners to continuously develop new and innovative data sharing platforms. The organisation has a sophisticated understanding of the difference between the equality profile of their local area and how that translates to inequalities for different groups. Changing needs are identified and prioritised across a wide range of services and outcomes by, for example, referring to the Equality and Human Rights Commission's Equality Measurement Framework Data is regularly updated and used to set priorities across the organisation and in different services, by geographical area and by protected characteristic. There is evidence of a continuous improvement of the quality of the data. The organisation is working with partners to ensure that changing needs are identified and met. Voluntary and community sector partners/health colleagues and stakeholders access and use the information.

	Information is being captured about health inequality.	

Analysing and using data and information		
2.1 Systems are being developed to analyse soft and hard data/intelligence about communities, their needs and aspirations.	2.2 Information and data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities.	2.3 Up to date and comprehensive equality data is used regularly to plan and assess impacts of decisions.
Criteria		
The organisation is developing and improving systems for collating and analysing the different sets of data being collected. Information is collected by front-line staff or key decision makers and taken account of. The authority is compliant with GDPR legislation, analysis and use of data and information	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 is used effectively as part of impact assessment/ risk assessment and giving due regard to the public sector equality duty.	The organisation and its partners are using data in the most innovative ways such as predictive analytics to target service interventions Data is being used to predict and measure demand for services Achievement of outcomes are measured and there is evidence of gaps being narrowed. Performance is monitored against equality objectives and outcomes including procured and commissioned services, and with key partners and other stakeholders. Equality outcomes for commissioned and procured services are monitored and reported on.

Effective Community Engagement		
Developing	**Achieving**	**Excellent**
3.1 Inclusive community engagement structures are being developed throughout the organisation. There are opportunities for communities to be involved in decision making.	3.2 Engagement mechanisms and structures are in place to involve equality stakeholders and scrutinise service delivery, decision-making and progress. The organisation engages with all its communities when making decisions, including those with protected characteristics	3.3 Formal and informal interactions takes place between the organisation and its diverse communities. Communities from across the protected groups are actively participating in and influencing decision making.
Criteria		
The organisation has an engagement strategy. 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 protected groups to be engaged 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.	People from protected 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 engagement with a clear and demonstrable evidence basis. The organisation and partners engage collectively/share information and 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	There are a range of innovative approaches to involving communities and arrangements are made to meet specific or individual needs. Vulnerable people/ communities are participating including the hardest to reach in the community. There is evidence that mainstream engagement mechanisms are increasingly involving previously under-represented groups. Communities are encouraged or supported to influence or make decisions. Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Key decision makers are involved in the engagement process. There is evidence of partnership arrangements leading to improved outcomes in participation.

	increase stakeholder and voluntary and community sector involvement in informing priorities.	Partners are open to challenge and constructive criticism.
	Feedback is given and people in the community are able to challenge and have their views taken account of.	Where there is very limited or no actual representation within a local demographic, the ability to cater for difference is in evidence.

Fostering good community relations		
4.1 Structures are in place within the organisation and across partnerships to understand community relationships and map community tensions.	4.2 The organisation and its partners have a strong understanding of the quality of relations between different communities and collectively monitor relations and tensions. The organisation and its partners are actively engaged in planning and delivering activities that foster good relations.	4.3 The organisation takes a sophisticated approach to fostering good relations which has resulted in measurable improvements in relationships between diverse communities
Criteria		
There are joint partnerships responsible for monitoring community tensions. The Community Safety Strategy addresses the issue of community cohesiveness Council leaflets/ posters/ communications/ events promote positive relations.	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 is it disaggregated to cover the protected characteristics. Data is regularly analysed and acted upon. Stakeholders and communities are involved in the monitoring.	Information is available to show there has been an improvement in community relations. The organisation works with others to improve performance on good relations between diverse communities. The Council's leaders maintain a high profile on community relations. The Council makes use of Members' links with different communities depending on circumstances. The Council plays a leading role in bringing the partners and the community together if there are serious incidents of hate crime. There is obvious and demonstrable cross over between equality, diversity and community cohesion

Participation in public life		
6.1 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.	6.2 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.	6.3 There is an improvement in the participation rates of under-represented groups in public life. The organisation can demonstrate that people across a range of protected characteristics are able to influence decisions
Criteria		
Information/data is gathered about the extent of involvement in public life	The organisation actively informs and involves local people, including under-represented groups, in opportunities for public participation. Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.	There is evidence that improvements have been achieved. More people from under-represented groups are participating across a wider range of activities. Decision makers are from a wider range of backgrounds.

Leadership and Organisational Commitment		
Developing	**Achieving**	**Excellent**
Leadership		
7.1 The political and executive leadership have publically committed to reducing inequality, fostering good relations and challenging discrimination.	7.2 Political and executive leaders demonstrate personal knowledge and understanding of local communities and continue to show commitment to reducing inequality.	7.3 Leaders have gained a reputation within the community and with all of its partners for championing equality, balancing competing interests and fostering good relations.
Criteria		
Senior leaders in the organisation have stated their commitment to a diverse workforce and have made clear what is expected from staff when delivering services to the community Leadership on equality 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. The organisation has established and publicised a strong business case for its equality work. The organisation regularly communicates its commitment to promoting equality to staff and the community There is evidence that publications reflect the organisation's commitment to equality and fostering good relations.	Senior leaders can demonstrate their commitment to equality 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 organisation promotes a positive narrative around equality and good relations across the whole community There are examples of where the organisation and its partners have had to take unpopular decisions but still managed to keep local communities on board. The organisation has taken steps to counter negative stereotypes or dispel myths.	The organisation is able to show that even when making difficult decisions it continues to demonstrate a clearly articulated and meaningful commitment to equality. Senior leaders have and own clear knowledge of local equality priorities and how and why they are being addressed. Senior leaders act as ambassadors for the equality agenda. Senior leaders personally challenge inequalities and drive an improvement agenda. Staff, the community or the voluntary and community sector can offer good examples of how effective communication and engagement with the Council has enabled the organisation to prevent or manage tensions between different equality groups. The organisation plays a role in ensuring that all stakeholders collectively manage the conflicting needs of their communities.

Priorities and Partnership Working

8.1 Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed	8.2 There is a coherent, shared vision of equality for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.	8.3 The organisation can demonstrate success in working with partners in the public, private, community and voluntary sectors to address equality priorities, which are reviewed on a regular basis.
Criteria		
Corporate and partnership documents capture the commitment of the organisation and partners to equality. Equality objectives are reflected in local strategic planning.	There are shared equality priorities, objectives and outcomes for the local area which are understood and acted on at all levels within the organisation. There is a clear shared vision for the area. The organisation and its partners monitor, review and evaluate performance against equality priorities, including inequality and health inequality The results of these activities contribute directly to the development of the organisation's objectives.	Staff, the community or the voluntary and community sector give good examples of improved outcomes/ reduced inequality/ improvements in health inequality Review mechanisms are in place. There is evidence that cross-organisational learning is taking place. The community and voluntary sector say that they are treated as equal partners by the Council.

Assessing Equality Impact in Policy and Decision Making		
9.1 Due regard is taken to the aims of the general equality duty when making decisions and when setting policies	9.2 Equality analysis/ impact assessment is integrated systematically into planning and decision making across the organisation.	9.3 The organisation can demonstrate that improvements in equality outcomes are being delivered as a result of effective equality analysis/ impact assessment, and that negative impacts have been mitigated.
Criteria		
The organisation has an agreed approach to conducting equality analysis/ impact assessment of policy and service decisions. Training and support on equality analysis/ impact assessment is available 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.	There is senior level commitment to using and understanding equality analysis/ impact assessment to inform planning and decision making. The organisation's assessments are accessible, robust and meaningful. There is evidence that Members routinely take account of equality analysis/ impact assessment when making decisions. 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	The organisation can demonstrate how equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality. The organisation can provide evidence of how or where equality analysis/ impact assessment has informed decision-making and led to different, tailored services that have improved outcomes. The organisation captures information about what budget/service cuts mean to people's lives.

	Equality Objectives and Annual Reporting	
10.1 Equality objectives for the organisation have been set and published in accordance with the requirements to support the public sector Equality Duty.	10.2 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.	10.3 The organisation can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities
Criteria		
The specific duty to publish equality objectives has been met Objectives are underpinned by robust equality analysis. Objectives are SMART(Specific, Measurable Realistic, Achievable and Timely)	Equality objectives are integrated into organisational strategies and plans. There is evidence of a link between equality objectives, business planning and performance management. Progress is regularly monitored and reviewed. Members are kept informed of progress against equality objectives	There is evidence that equality objectives have led to improved outcomes for people with protected characteristics Actions to achieve priority outcomes are reviewed and regularly updated. Steps are taken if deficiencies are identified. Stakeholders and staff are involved in the monitoring of objectives. An Annual Equality report is published and shared

Performance Monitoring and Scrutiny		
11.1 Appropriate structures are in place to ensure delivery and review of equality objectives.	11.2 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.	11.3 The organisation uses the scrutiny process as a driver for change. The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice.
Criteria		
There is an appropriate and accountable leadership group/ board/ forum who have responsibility for the equality agenda. There are resources for supporting equality work.	The Overview and Scrutiny function is used to scrutinise and challenge equality analysis/ impact assessment objective setting and monitoring? The public are enabled to monitor progress Progress and responses are reported regularly to the leadership of the organisation	The organisation assesses its performance and outcomes against comparable organisations. Review mechanisms are in place. Some outcomes and priorities have changed as a result of Scrutiny review. The organisation is approached on a regular basis to provide examples of, or showcase good practice.

Responsive Services and Customer Care

Commissioning and Procuring Services

Developing	Achieving	Excellent
12.1 The organisation ensures that procurement and commissioning processes and practice take account of the diverse needs of clients, and that providers understand the requirements of the public sector Equality Duty.	12.2 Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle.	12.3 The organisation can demonstrate that commissioned/ procured services are helping it achieve its equality priorities.

Criteria		
Guidance is available for suppliers on the equality requirements for the procurement and commissioning process. There are standard equality clauses for contracts.	The organisation considers how the public pound is spent in regards 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. The organisation has an established Social Value Framework. The Social value of contracts is measured. The performance of sub- contracting arrangements is measured.	There is evidence that contracts are being monitored using quantitative and qualitative analysis. The results are considered by both the supplier and client. There is evidence of providers meeting the organisations equality objectives. Providers understand and can articulate a commitment to equality. The organisation achieves considerable social value from Its contracts Local procurement is positively influencing the local economy

Integration of equality objectives into service planning		
13.1 Structures are in place to ensure equality outcomes are integrated into business objectives.	13.2 Equality objectives are integrated into service plans across the organisation, with progress towards them performance managed by key decision makers.	13.3 The organisation can demonstrate that improvements and equality outcomes are being delivered across the business.
Criteria		
Service plans are monitored regularly to ensure that equality objectives are being met. Equality analysis is fed into planning and assessment of service plans. Customer care policies highlight the needs of protected groups.	Objectives address inequality and equality gaps. The needs of protected groups are taken account of. Service users have opportunities to comment on how services are planned. Objectives have specific timescales. Resource implications have been properly assessed. Key decision makers demonstrate that they continuously monitor, review and evaluate performance for equality objectives. Equality integrated into the performance management.	Service Plans are designed and written with equality objectives in mind. Business plans review past performance, demonstrate how past objectives have been achieved, review performance and set new objectives. Gaps have been identified in terms of who may not be using the service and why. Action has been taken to change services in response. There is evidence of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities/ protected groups. There is evidence that Services are being co-produced with service users.

Service Delivery		
14.1 The organisation has systems to collect, analyse and measure how satisfied all sections of the community are with services.	14.2 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.	14.3 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.
Criteria		
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 staff 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.	Service users are consulted effectively before services are developed. Issues such as Social Prescription and Social Value are used to measure 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 staff and decision makers have up to date knowledge.	Services are co-produced with service users wherever possible and service users are able to influence changes Initiatives such as Community Asset Transfers and Community Right to Challenge are in evidence as delivered by local communities instead of the local authority. There is evidence of how levels of customer satisfaction with services have improved over time. Take up of services is representative of the community in proportions that would be expected. There are examples of how different customers' experiences are analysed and acted upon. The organisation has taken steps to safeguard the human rights of individuals where these have been threatened.

Diverse and Engaged Workforce		
Workforce Diversity		
Developing	**Achieving**	**Excellent**
15.1 The organisation understands its local labour market, and has mechanisms in place to monitor its workforce against protected characteristics.	15.2 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.	15.3 The organisation actively ensures that the profile of its workforce (including the profile of major providers of commissioned services) broadly reflects the community it serves/local labour market
Criteria		
The organisation is clear about its local labour market. It 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. Equality mapping data is used as part of the analysis Recruitment and selection is monitored at all stages of the process by protected characteristics	Where there is evidence of disproportionality, action is being taken to reverse the trends. Succession plans and recruitment processes address under-representation. Specific and measureable employment targets been set to improve workforce diversity. Selection panels are trained in Unconscious Bias. This includes senior recruitment panels where Members are involved.	There are appropriate examples of positive action to improve diversity. There is evidence that the workforce profile at all levels broadly matches the local labour market/community profile. This is continually monitored. There are reasonable explanations for gaps (e.g. the community profile is constantly changing or largely retired population) and what the organisation is doing about it. Good use is made of flexible working arrangements and career pathway initiatives to address potential barriers and under representation.

Inclusive Strategies and Policies		
16.1 The organisation's workforce strategies and policies include equality considerations and objectives.	**16.2** The equality objectives contained within workforce strategies are implemented and monitored.	**16.3** Prioritised equality outcomes for the whole workforce are being achieved.
Criteria		
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, staff 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 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 staff	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, 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 staff. Staff 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	The organisation has an excellent set of policies and procedures in place which are actively promoted to staff from all protected groups and used by managers to promote equality. Strategic, innovative and holistic approaches have been considered to improve outcomes. Staff are involved in developing and monitoring these policies. Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices. The organisation compares well with others. Outcomes are communicated to staff with protected characteristics. The organisation has high satisfaction levels across all staff groups in respect of staff engagement. Training and development strategies are proven to be making a significant difference to the wider equality agenda for employees and for workforce diversity.

	different groups, and are making a difference in getting underrepresented groups of staff up the leadership ladder.	

Collecting, Analysing and Publishing Workforce Data		
17.1 Systems are in place to collect and analyse employment data across a range of practices (recruitment, training, leavers, grievance and disciplinaries etc).	17.2 The organisation regularly monitors, analyses and publishes employment data in accordance with its statutory duties.	17.3 The authority has a robust and comprehensive set of employment data and uses this to inform its workforce strategy and management practice.
Criteria		
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 staff. Diversity monitoring information is separated from recruitment decisions and held securely. GDPR processes are in place and regulations are being met.	Data on applicants, people shortlisted and the composition of the workforce is systematically collected. This can be disaggregated by the protected characteristics. The organisation's Gender Pay Gap is reducing and it is addressing any race pay gap. 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. There is evidence that the organisation is actively working on reducing its Gender Pay Gap. Action has been taken as a result of monitoring, trends are being identified and used to help establish objectives.	Workforce data includes a wide range of information and protected characteristic profiles including pay levels, training opportunities, appraisal ratings. The organisation considers pay gaps across other areas of inequality such as religion and belief/ race- ethnicity/ age, disability etc. The organisation understand the effects of employment policy and practice on its workforce. The organisation has sufficient information about staff to inform robust equality analysis. The workforce profile is updated regularly. Data is looked at organisationally and service by service. It is possible to analyse data by all the protected characteristics.

Learning and Development		
18.1 The organisation carries out regular assessments of the training and learning and development needs required to ensure its councillors and officers are equipped to understand their equality duties and take action to deliver equality outcomes.	18.2 The organisation provides a range of accessible learning and development opportunities to support councillors and officers in achieving equality objectives and outcomes.	18.3 Decision makers understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.
Criteria		
An assessment has been made as to what equality-related training, learning or development is required Appropriate behavioural competencies have been identified for the workforce. The learning and development plan/strategy take account of equality issues. Induction training for new Members includes equality and all Members are offered Equality training. Appraisal processes ensure staff and managers are aware of their equality-related responsibilities and accountabilities	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 Employees are confident that they can deliver services to diverse customers. They are made aware of equality objectives or any changes or improvements. Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring)? Management and individual appraisals include specific equality objectives for the service area	Managers and staff are accountable for ensuring equality outcomes. They can give examples of improved equality outcomes they have contributed to. Good performance is recognised in the appraisal process and more generally. Issues relating to protected characteristics and equality practice are challenged confidently and effectively by managers. Staff feel their skills have improved and that they are able to relate effectively with a range of clients. Staff can answer questions about the council's equality priorities. Feedback from service users in protected groups is positive about the skills of staff in dealing with their issues.

Health and Wellbeing		
18.1 The organisation has begun to consider how it can address the key employee health and wellbeing issues	18.2 The organisation promotes the health and well-being of staff in its workforce and other policies	18.3 There is a positive health and wellbeing culture throughout all levels and areas of the service
Criteria		
The organisation uses workforce data and other information from staff to determine what its health and wellbeing priorities are The organisation has assessed all aspects of the working environment to ensure that the needs of all its employees are met A range of inclusive mechanisms are in place to engage and involve staff Policies and systems are in place to identify, prevent and deal effectively with harassment and bullying at work. The organisation has a policy for Reasonable Adjustments for staff 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	There is a coherent Health and Wellbeing Strategy that addresses a range of related issues. Improvements have been made to the working environment. Staff 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 staff issues Harassment and bullying incidents are monitored and analysed regularly. Appropriate action is taken to address the issues that have been identified.	Approaches to health and wellbeing are innovative. The organisation has adopted the Social model of disability There have been significant outcomes in the health and wellbeing of all staff including those with protected characteristics. There are high satisfaction levels with the working environment across all staff groups particularly those with protected characteristics. The organisation has high satisfaction levels across all staff groups in respect of staff engagement. Harassment and bullying at work is dealt with effectively and staff say that they are treated with dignity and respect.