

Objective 1: Develop existing customer and employee equality intelligence gathering systems and the use of intelligence in service planning

Equality Objective Actions	Owner	Initiative Status	Initiative Progress
EO1.01 - Develop Corporate Equality Monitoring Policy and Guidance and publish on intranet	Barbara Copson	Achieved	Policy agreed by Cabinet on 3 Dec 2012 and uploaded to intranet. Action complete.
EO1.02a - Carry out pilot exercise to develop and implement three bespoke equality monitoring systems.	Derek Macnab Colleen O'Boyle Bob Palmer Alan Hall	Behind schedule	In July 2014 CEWG decided pilot exercises should be completed in all Directorates. The following services have undertaken monitoring exercises: Communities Directorate - an exercise by Sports Development was undertaken in 2012. A further exercise involving the Caring and Repairing service has been undertaken during 2015. Governance Directorate - Equality monitoring undertaken during March 2016 by external architects and community engagement consultants JTP, for the Hill House development application. Data to be disaggregated and report produced during April. Neighbourhoods Directorate - The Assisted Collection service has collected equality monitoring data. Progress report required for CEWG in April 2016. Resources Directorate - The report on Recruitment Monitoring has been completed and feedback was given to CEWG in January 2016.
EO1.02b - Promote Equality Monitoring Policy and Guidance as required	Barbara Copson	Achieved	An article was included in the Winter 2012 edition of The Forester explaining why equality monitoring was undertaken, and further information was included in the November 2013 equality update for staff, Fair Ground. Equality Monitoring will be publicised again when the pilot exercise in Action 1.02a is completed. Further information will be made available as required in the future. Action Complete.
EO1.03 - Develop and implement as necessary, bespoke equality monitoring systems within relevant services	Bob Palmer Alan Hall Colleen O'Boyle Derek Macnab	Achieved	This Action was linked to E01.2a, the completion of pilot exercises, and as a result has been held back by the delays in their completion. In July 2014 CEWG decided the link was unnecessary and should be removed. It is understood that many service areas now collect and use equality monitoring data in their service planning and delivery. Work to determine service areas for which equality monitoring data is appropriate and therefore those in which systems and practices should be in place is now in progress as

				necessary.
EO1.04a - Include evidence of due regard as relevant in reports to the Council's decision making bodies	Glen Chipp Colleen O'Boyle Derek Macnab Alan Hall Bob Palmer		Achieved	New approach developed and agreed by MB for introduction 1 July 2014 whereby Cabinet and portfolio holder report templates are amended to include a Due Regard Record (DRR) as an additional page. Relevant equality information to be recorded on the DRR by the report author for use by Cabinet or Portfolio holders in their decision making. It has been agreed in principle that existing Planning and Licencing report templates will be amended to encourage the inclusion of equality information. Reports to Management Board will continue to use the existing system. Action complete.
EO1.04b - Conduct pilot exercise on use of Due Regard Record as mechanism to ensure decision making bodies are aware of equality implications of reports under consideration.	Barbara Copson		Achieved	Due Regard Record pilot was completed in February 2014 and reviewed by CEWG in April. CEWG recommendations agreed by MB in June 2014. (see EO1.04a) Action complete.
EO1.05 - Identify and annually update sources of non-service specific equality information and place on intranet	Barbara Copson		Achieved	Factsheet produced providing details and links to reports, data, and research providing local and national information about the protected characteristics. The factsheet, Factsheet 2: Sources of Information about Equality Protected Characteristics, is one of a set of factsheets produced to support the Equality Analysis Toolkit and guidance). The Toolkit and factsheets are available on the Intranet. Action Complete
EO1.06 - Review committee report guidance and publish on intranet	Barbara Copson		Achieved	Factsheet 'Providing equality information to Cabinet or a Portfolio Holder' has been produced as part of the Equality Analysis Toolkit and replaces former committee report guidance. Published on the intranet. Action complete.
EO1.07 - Deliver briefing session concerning the monitoring of reports for evidence of due regard to chairs of agenda planning groups	Barbara Copson		Achieved	Briefing for Chair of Cabinet APG provided 25 September 2013 Action Complete

Objective 2: Ensure ownership of equality by those within the Council in a position to shape services, for example Councillors and managers

Equality Objective Actions	Owner	Initiative Status	Initiative Progress
EO2.01 - Explore with the Local Strategic Partnership opportunities to share equality awareness and information	Barbara Copson	Achieved	Equality information sharing is to be progressed via the LSP Board and the Epping Forest Compact. The Epping Forest Compact has been reviewed and approved by the Corporate Governance Group and awaits presentation to the LSP Board which has not met for some time. Efforts are in hand by the LSP Manager to resurrect the Board and if successful the Compact (and the equality information sharing arrangements it includes) will be presented for consideration and support.
EO2.02 - Review and refresh as necessary, existing equality training for members	Simon Hill	Achieved	Equality training developed for Members has been included in the Councillor Development Programme from 2014/15. Action Complete
EO2.03 - Deliver appropriate equality training for members	Simon Hill	Achieved	Introduction to Equality training delivered to Members in June 2014 and again in May 2015. Action complete.
EO2.04 - Introduce arrangements for directorate based reporting of equality achievements as part of the annual 'Equality Report'	Barbara Copson	Achieved	Equality Information Publishing Guidance agreed by CEWG 22/11/12. Cross-directorate training delivered to 21 officers on 9 January 2013. Action complete.

Objective 3: Develop engagement across all the protected equality groups

Equality Objective Actions	Owner	Initiative Status	Initiative Progress
EO3.01 - Develop and publish an Equality Profile of the District to assist the completion of robust equality analysis and informed decision making	Barbara Copson	Achieved	Equality profile produced and uploaded to the Intranet as one of the Factsheets supporting the Equality Analysis Toolkit. Action complete.
EO3.02 - Review how existing engagement activities can be developed.	Barbara Copson	Achieved	Existing engagement reviewed via the Equality Consultation report produced by PR and Marketing, and the earlier Consultation Opportunities Register

				produced by the PIU. It is considered additional value can be gained from existing engagement by considering the results of service/activity equality analysis alongside the engagement currently undertaken by responsible directorates, to see if any requirements identified through the equality analysis process can be addressed through those engagement channels. Guidance note produced for Directorates.
EO3.03 - Develop and adopt an Equality Engagement Plan	Barbara Copson		None	This is linked to 3.02 above. As equality engagement will be developed through the development of existing engagement, this action is no longer required.
EO3.04 - Carry out equality engagement according to equality engagement plan (see 3.3 above)	Bob Palmer Alan Hall Derek Macnab Colleen O'Boyle		None	This is linked to 3.02 and 3.03 above. As equality engagement will be developed through the development of existing engagement, this action is no longer required.
EO3.05 - Explore and facilitate opportunities for interaction between Council Members and community groups and representatives.	Bob Palmer Alan Hall Derek Macnab Colleen O'Boyle		Achieved	This is linked to 3.02. Equality Training has been delivered to Members. Members engage wide a wide range of community groups and the development of equality engagement through the development of existing engagement will result in increased interaction between members and community groups.
EO3.06a Undertake feasibility study for provision of a fully accessible meeting room facility at the Civic Offices	Bob Palmer		Achieved	New desks are in place in committee rooms which are easier to manoeuvre, and a text messaging service linked to the Fire Alarm system for any hearing impaired or deaf visitors or employees has been implemented. Adjustments to partitions and doors for full accessibility is yet to be progressed. Corporate plans for the use of space and offices may generate further options and opportunities. Head of Transformation advised and will consider as appropriate through the Transformation Programme.
EO3.06b Subject to 3.6a above, prepare and submit bid for appropriate funding.	Bob Palmer		(none)	This has been transferred to the Transformation Programme and is no longer deliverable through this action plan.

Objective 4: Ensure that the Council’s culture, systems and working practices allow for the development of a management profile representative of its workforce as a whole

Equality Objective Actions	Owner	Initiative Status	Initiative Progress
EO4.1(a) Annually report anonymised details of the Council's workforce at Grade 8 and above, in the context of the whole staff equality profile, to CEWG.	Paula Maginnis	Achieved	10/10/13 HR Workforce profile made available to CEWG and the public in respect of : Age Disability Faith (Religion) Race Sex Sexual orientation. Workforce profile at grade 8 summary made available to CEWG and the public in respect of: Sex (female only) Disability Race. Information is to be analysed to identify trends and submitted to CEWG for consideration and recommendations prior to submission to MB. Reports to be produced annually from June 2014.
EO4.01(b) Ensure publication of anonymised details of the Council's workforce at Grade 8 and above, in the context of the whole staff equality profile.	Denise Tur	Achieved	10/10/13 HR Workforce profile published on website in respect of: Age Disability Faith (Religion) Race Sex Sexual orientation. Workforce profile at grade 8 summary published on website in respect of: Sex (female only) Disability Race. Information produced and considered by CEWG for analysis of trends and recommendations. Information submitted to MB and considered by Finance and Performance Management Scrutiny Panel in November 2014. Information to be produced for consideration by CEWG before progressing to MB. To be published annually from June 2014. Action Complete.
EO4.02 - Carry out analysis of workforce data to identify trends and patterns in areas as identified by CEWG.	Denise Tur	Achieved	CEWG considered equality information generated under EO4.01(b) and made recommendations for inclusion in its subsequent reporting to MB. This information is an annual requirement and CEWG will consider and analyse subsequent annual equality information reports to identify trends and patterns. Action complete.
EO4.03 - Undertake a comprehensive review of the Council's recruitment and selection processes to demonstrate transparency, promote equality, and ensure best practice and safeguarding	Paula Maginnis	Achieved	A review of recruitment and selection processes has been undertaken and presented to CEWG and JCC in January 2014. Implementation through 2014 as part of the Safer Recruitment Policy. Action complete.
EO4.04 - Investigate, identify and pursue (where agreed) standards and accreditations to help demonstrate the	Denise Tur	Achieved	Two Ticks Disability standard re-awarded in May 2014. Mindful Employer standard awarded 3 October 2013.

Council's commitment to equality and increase awareness. Deadlines for achievement of accreditations to be identified by Corporate Equality Working Group (CEWG)				
EO4.05 - Produce and display appropriate publicity material relating to equality characteristics: such as posters etc. outlining the Council's commitment to equality	Tom Carne Barbara Copson		Achieved	The sexual orientation characteristic has been promoted through the Council's support of LGBT History Month in February 2014 and 2015. An initiative to develop an image library showing a diverse population in ordinary settings awaits the allocation of staff resources to undertake the project. Project offered without success to an apprentice. Interview with senior female member of staff around her route to success has been published in Fair Ground and District Lines. See EO4.06 Further interviews will explore a variety of staff of varying levels, jobs and characteristics and examine how they have achieved their path within the Council (and the barriers that may have been faced) to work towards their own personal goals for success.
EO4.06 - Determine what types of equality related employee information (other than data, see 4.1) can be made available to employees to support awareness of equality issues.	Denise Tur Barbara Copson		Achieved	This is being progressed via a series of interviews with employees with different characteristics who have progressed their career within the Council perhaps by a non-conventional route. The first has been undertaken with a female employee. Interview published in spring/summer edition of Fair Ground and June edition of District Lines.
EO4.07 (a) - Undertake a comprehensive review of the Council's existing arrangements for employee engagement	Paula Maginnis		Achieved	In 2012 Management Board agreed initial recommendations for improving employee engagement, and that a review of the Terms of Reference of the Joint Consultative Committee (JCC) would be undertaken (see 4.7(b)). This JCC Terms of Reference review was subsequently considered by Cabinet in February 2015 and due to the passage of time, a project has been undertaken to capture the current position with staff engagement. A final project report, Engagement Strategy and Action Plan, will be submitted to the JCC in November 2015. An Employee Survey has also been undertaken and this report will be submitted to Management Board in November 2015.
EO4.07(b) Undertake comprehensive review of current terms of reference of Joint Consultative Committee	Paula Maginnis		Achieved	Report on Terms of Reference from Paula Maginnis was considered by Cabinet in February 2015. Action complete.
EO4.08 - Review and analyse the	Julie Dixon		Behind	Analysis of Evolution Programme completed. The report at EO4.02 was

attendance on the Evolution Programme as a comparison of the whole workforce			schedule	considered by CEWG and recommendations made in September 2014. 4 more cohorts have now completed ILM qualifications. Suggest update of report before going to MB. The update of the report is still outstanding but additional resource has been requested in order to complete this task.
EO4.09 - Ensure consistency of application of flexible working practices	Paula Maginnis /Sarah Marsh		Achieved	Following discussions with the Leadership Team and employees the Flexi Scheme and Flexible Working Policies have been reviewed and discussed by Management Board a report will be submitted to JCC in November 2015. In addition a Home Working Policy has been developed for agreement. It should be noted that the Policies do not promote a 'one size fits all' approach as agreement to work flexibly will depend on service need, existing arrangements in teams and the requirements of the individual which will vary. Once the policies have been agreed they will be publicised in District Lines.
EO4.10 - Review and refresh as necessary existing equality training for officers	Julie Dixon		Achieved	Progress has been made to review and refresh equality training by providing up-to-date cases and examples of good practice in July 2013; and by the development of an e-learning package. In September 2014 the CEWG considered the e-learning package and made recommendations to encourage its focus on EFDC processes and priorities and thereby increase its relevance to staff. As at March 2016 the HR team are looking to the Vine Partnership to move forward and finalise the e-learning package. Equality Training is also included in the new set of equality objectives 2016-2020.
EO4.11 - Review and deliver appropriate equality training for officers: o New employees within first 12 months; o Refresher training for all managers and front line employees to be via e-learning, every 3yrs; o To be made available for all officers via e-learning	Julie Dixon		Achieved	E-Learning course for both induction and refresher training was discussed by CEWG in summer 2014 and recommendations made. CMS Training continues to deliver our Diversity training for staff and managers which is updated on a regular basis by the trainer. CMS has confirmed that its training programme will be updated to include a specific section to encourage staff/managers to challenge and make changes when they recognise any issues that do not meet our equalities duties. Delegates will complete a 15-20 minute exercise equipping officers with the knowledge to come up with at least one action to follow up on their return to their desks. In addition, delegates will also be provided with a handout containing further useful tips and ideas. The HR team are looking to the Vine Partnership to move forward and finalise the e-learning package. Equality Training is also included in the new set of equality objectives 2016-2020.