

Shropshire Council Equality Objectives Update 2014/2016 Year End Update March 2015

I. Our three strategic action areas 2014-2016

Overall Strategic Action A: publish more visibly

Key Action	By whom	By when	Commentary
A. i.) Reorganise online materials on equalities, diversity and social inclusion, so that information is presented as logically and visibly as possible, with links to further material that may be helpful.	Principal Rural Policy Officer, Strategy, Research and Performance Team; Digital Services Officer	July 2014, with review every three months thereafter	Initial reorganisation completed July 2014, together with updated contextual information about equality, diversity and social inclusion. Further material added February 2015 around Holocaust Memorial Day activities.
A. ii.) Revise and publish online equality impact assessment materials, to include emphasis on social inclusion, combining guidance and evidence template into one document for ease of access and usage. These are now referred to as Equality and Social Inclusion Impact Assessments (ESIAs), instead of Equality Impact Needs Assessments (EINAs), in recognition of the social inclusion emphasis.	Principal Rural Policy Officer, Strategy, Research and Performance Team; Digital Services Officer	March 2015	Material revised August 2014, as part of production of a single Equality, Diversity and Social Inclusion Strategy to pull together policy documentation and associated practical guidance materials. Leicestershire identified as exemplar. Equality and Social Inclusion Impact Assessment template tested in three different service areas as at February 2015, to seek to ensure it is as user-friendly as possible before publication.
A. iii.) Publish examples of ESIIAs in one place on the website together with the refreshed guidance, in order to help internal and external audiences to understand what is expected and why, and in order to show use made of these impact assessments in decision making.	Principal Rural Policy Officer, Strategy, Research and Performance Team; Digital Services Officer; Service Managers	March 2015	Assistance and guidance on equality impact assessment provided to officers July 2014 onwards. Examples of EINAs produced in 2014-2015 will be published alongside ESIIAs, to add to breadth of examples available at this time.

Key Action	By whom	By when	Commentary
A. iv.) Publish and present contextual equality information in a range of ways and through local, national and European opportunities that arise, in order to enable use to be made in corporate and service area policy and strategy development of all opportunities to aid social inclusion.	Strategy, Research and Performance Manager; Digital Services Officer; Communications Team; Service Areas	March 2015; March 2016	Examples to be collated and online presence utilised, including partner organisation websites and Marches LEP website. An example would be Census profiles, and the annual service user and workforce diversity monitoring reports.
A. v.) Utilise appropriate communication channels including social media and face to face, in order to promote opportunities to foster good relations between people from diverse communities of place and interest as well as people with Protected Characteristics.	Digital Services Manager; Community Enablement Team; Customer Service Team; Communications Team	March 2015; March 2016	Examples to be collated and online presence utilised, including partner organisation websites and Marches LEP website. An example would be detail about Holocaust Memorial Day activities, published as press releases, and as a mini-site on the Council website, featured on Radio Shropshire and recorded on the national Holocaust Memorial Day Trust website.

Overall Strategic Action B: collect and analyse more proactively

Key Action	By whom	By when	Commentary
B. i.) Analyse service user and community profile evidence base and report back in 2015/2016 annual service user diversity report, in order to prioritise where the gaps are in the evidence base and seek to fill them.	Strategy, Research and Performance Manager, Principal Rural Policy Officer, Strategy, Research and Performance Team; Service Areas	September 2015	Comparison work undertaken in Strategy, Research and Performance Team into Cornwall, Cumbria, Gloucestershire, Leicestershire and Warwickshire approaches. Research underway into projected population shift in specific locations eg increasingly elderly population in rural areas
B. ii.) Analyse internal information on workforce, and compare with good practice authorities, in order to identify and comment on trends and prioritise where the gaps may be in representation of groups with Protected Characteristics.	Human Resources Team	March 2016	Comparison work as above. Positive approaches towards recruitment and retention will link to research into projected population shift in specific locations eg influx of students to new university in Shrewsbury
B. iii.) Identify good practice in training and guidance around discrimination, harassment or victimisation, including around recruitment, induction and retention, and where appropriate introduce this as part of Shropshire Council training programmes and briefings for officers and elected Members.	Human Resources Team	March 2016	Research undertaken and underway by Principal Rural Policy Officer into other rural authorities and public sector organisations including prisons and NHS Foundation Trusts, and into how the private sector and the voluntary and community sector approach training and guidance. This will be shared with Human Resources and with Employment Services, to particularly aid in appointing officer training, linked to safeguarding, and in induction of new employees and elected Members.

Key Action	By Whom	By When	Commentary
B. iv.) Evaluate perceived effectiveness of briefings and training programmes, in order to ensure officers and Members feel equipped and encouraged to come forward where any such incidents occur	Human Resources Team; Strategy, Research and Performance Team	November 2016	Further discussions to be undertaken into how this may best be achieved
B. v.) Launch refreshed hate crime material including leaflets, cards and posters with updated list of local reporting centres.	Joint Agency Hate Crime Reporting Group; FRESH (Fairness, Respect, Equality Shropshire) Ltd	July 2015	Launch of Shropshire Hate Crime Campaign scheduled for a Cultural and Diversity Day in Shrewsbury on 25 th July 2015, to be coordinated by FRESH and feature use of the new materials.
B. vi.) Establish current patterns of hate crime incident reporting, through a Hate Crime Scoping Project. This will estimate the number of people who experience hate incidents or crimes in the county over a year, and explore the feasibility of proceeding to a full research project to analyse levels of hate crime under reporting in the county	Joint Agency Hate Crime Reporting Group; FRESH (Fairness, Respect, Equality Shropshire) Ltd	November 2015	The scoping project was approved by the Hate Crime Reporting Group in January 2015 and an Advisory Group is being established. Progress reports are anticipated to be made to the Hate Crime Steering Group, which meets 27 th April 2015, 3 rd August 2015 and 2 nd November 2015.
B. vii.) Evaluate perceived effectiveness of the communication methods for people experiencing or observing discrimination, harassment or victimisation, in order to ensure that service users and members of the public feel equipped to come forward where any such incidents occur	Joint Agency Hate Crime Reporting Group; Shropshire Council Service Areas; Customer Insight Officer, Principal Rural Policy Officer, Strategy, Research and Performance Team	March 2016	The Group is revising the joint agency protocol for sign-off on 27 th April 2015. Easy-to-understand hate crime reporting forms are an action to be progressed. Corporate evaluation will link to corporate research into projected population shift in specific locations eg influx of students to new university in Shrewsbury.

Overall Strategic Action C: work more jointly

Key Action	By whom	By when	Commentary
<p>C. i.) Run joint sub-regional local events and share materials across sectors, in order to pool resources for maximum effect and increase understanding amongst the general public, service users and communities of the challenges faced by people with Protected Characteristics and people at risk of social exclusion.</p>	<p>Hate Crime Reporting Group; Health and Well Being Boards; LEP EU Funding Social Inclusion Mini Group; LNPs; local NHS Foundation Trusts and CCGs; the three local authorities; ongoing joint activity</p>	<p>March 2016</p>	<p>Events and activities will be supported by officers in Strategy, Research and Performance to aid linkages across sectors and across organisational boundaries.</p> <p>A potential future example would be learning points from Herefordshire's Equality and Human Rights Charter</p>
<p>C. ii.) Promote Holocaust Memorial Day, 27th January 2015</p>	<p>Strategy, Research and Performance Team; Communications Team; Community Enablement Team; Digital Services Team; Libraries; Primary and Secondary Schools; Town Council; Inter Faith Forums</p>	<p>January 2015</p>	<p>Activities in 2015 comprised candle lighting, tree planting, special services and assemblies, library exhibition; and touring exhibition.</p> <p>Detail about activities was published as press releases before and after the events, and as a mini-site on the Council website. It was also featured on Radio Shropshire; and recorded on national Holocaust Memorial Day Trust website.</p>

Key Action	By Whom	By When	Commentary
C. iii.) Promote World Mental Health Day, 10 th October 2014 and 10 th October 2015	Adult Social Care Service Area; South Staffs and Shropshire Healthcare NHS Foundation Trust; Strategy, Research and Performance Team	November 2015	<p>Promoted in 2014 by officers in Strategy, Research and Performance, through briefing note to all Members and to senior officers, with detail supplied by the NHS Trust.</p> <p>Research to be undertaken into how to collaboratively support World Mental Health Day 2015</p>
C. iv.) Continue to promote national events, in order to pool resources for maximum effect and increase understanding amongst the general public, service users and communities of the challenges faced by people with Protected Characteristics and people at risk of social exclusion.	Service Areas; Partnership working	March 2016	<p>Strategy, Research and Performance Team has introduced calendar details of key dates and events, disseminated to Members and senior officers</p> <p>Events and activities will be supported by officers in Strategy, Research and Performance to aid linkages across sectors and across organisational boundaries.</p>
C. v.) Evaluate perceived effectiveness of joint local events and initiatives and joint promotion of national events in helping service users and communities to feel better equipped to recognise discrimination, harassment and victimisation against groups and individuals and to feel better able to know what to do next.	Service Areas; Customer Insight Officer, Principal Rural Policy Officer, Strategy, Research and Performance Team	March 2016	<p>Anticipation is that evaluation will also involve elected Members, and external organisations and partnerships</p> <p>For example, for Holocaust Memorial Day this will include the South Shropshire Interfaith Forum and the Shrewsbury Interfaith Forum, who are linked into the VCSA (Voluntary and Community Sector Assembly)</p>

Key Action	By whom	By when	Commentary
C. vi.) Identify good practice in training and guidance on developing and maintaining good relations, including around recruitment, induction and retention, and where appropriate, introduce this as part of Shropshire Council training programmes and briefings for officers and elected Members.	Human Resources Team	March 2016	Research undertaken and underway by Principal Rural Policy Officer into how the private sector and the voluntary and community sector in particular approach training and guidance. This will be shared with Human Resources and with Employment Services, to particularly aid in appointing officer training, linked to safeguarding, and in induction of new employees and elected Members
C. vii.) Evaluate increased understanding amongst officers and elected Members about the challenges faced by people with Protected Characteristics and people at risk of social exclusion	Human Resources Team; Strategy, Research and Performance Team	November 2016	Further discussions to be undertaken into how this may best be achieved
C. viii.) Support positive joint approaches towards recruitment and retention of young people in local businesses across the sub region	Human Resources Team; Funding Team; LEP EU Funding Social Inclusion Mini Group	March 2016	HR Team support a graduate scheme for private businesses across the subregion, funded through the Marches LEP, currently funded to June 2015 (bid to extend to December 2015 pending). A bid is going in for research activity to link with new university programmes. Working with County Training to implement a pilot Mentoring of Traineeships amongst Shropshire Council Graduates from April 2015, with a view to roll out across the organisation if successful.

C. ix.) Utilise appropriate communication channels including social media and face to face, in order to promote opportunities to foster good relations between people from diverse communities of place and interest and people with protected characteristics	Digital Services Manager; Community Enablement Team; Customer Service Team; Communications Team	March 2015; March 2016	Examples to be collated and online presence utilised, including partner organisation and Marches LEP websites. One example is Holocaust Memorial Day (HMD), which included mini-site on the Council website, feature on Radio Shropshire, and records on the national HMD Trust website.
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II. Our three strategic action areas agreed and published in 2012

Notes:

- Reorganisations and officer departures have necessitated changes to the names of some of the officers and teams taking responsibility in these activity areas.
- Some actions are no longer applicable due to internal changes necessitating or warranting a different approach
- Externally, the Shropshire Partnership Equalities Forum no longer exists as a channel for joint agency working.
- Where actions continue to have relevance, these actions are now rolled forward into the new strategic action areas. These actions are shown in bold and italics

1. Eliminate discrimination, harassment, and victimisation and any other conduct prohibited by the Equality Act

Key Action	By whom	By when	Commentary
Develop guidance for staff to ensure only relevant and appropriate equality information is collected and used to help develop/review services.	Corporate Head, Strategic Planning: Mike Hyatt; Group Manager, Customer Care and involvement: Steph Jackson	September 2012	<i>Further work in this activity area is being rolled forward into activity (ii) and (iii) under strategic action area A: “Publish more visibly” and activity (i) under strategic action area B: “Collect and analyse more proactively”</i>
Publish case studies to demonstrate our robust equality analysis and impact in decision making.	Service Manager, Communication: Nicki Beardmore; Diversity Officer: Kal Parkash	January 2013	<i>Further work in this activity area is being rolled forward into activity (ii) and (iii) under strategic action area A: “Publish more visibly”, and activity (v) under strategic action areas A and C: “Publish more visibly” and “Work more jointly”.</i>
Develop plan to utilise social media to engage service users and to promote our equality achievements.	Service Manager, Communication: Nicki Beardmore	On-going	<i>Further work in this activity area is being rolled forward into activity (v) under strategic action areas A and C: “Publish more visibly” and “Work more jointly”</i>
Develop an easy route to equality and diversity information for managers in Shropshire and publish on our Intranet.	Corporate Head Strategic Planning: Mike Hyatt; Business Research and Intelligence: Helen Harvey	September 2012	<i>Further work in this activity area is being rolled forward into all activities under strategic action area A: “Publish more visibly”. The focus is on the internet, for internal and external audiences alike, whilst efforts continue to aid digital inclusion and offer alternatives such as support and advice via telephone.</i>

Key Action	By whom	By when	Commentary
Ensure equality monitoring of protected characteristics against complaints received to help address potential discrimination and barriers to accessing services.	Group Manager, Customer Care and Involvement: Steph Jackson	Work already commenced (as at May 2012)	<i>Further work in this activity area is being rolled forward into activity (iv) under strategic action area B: "Collect and analyse more proactively".</i>
Publish Equality Information and progress against Equality Objectives annually as required by the Public Sector Equality Duty.	Diversity Officer: Kal Parkash	April 2013, 14	<i>Further work in this activity area is being rolled forward into all activities under strategic action area A: "Publish more visibly". The focus is on the internet, for internal and external audiences alike.</i>
Support local Advocacy groups ensuring adequate and appropriate signposting of services.	Group Manager, Assessment and Eligibility: Stephen Chandler	Review current community directory by December 2012	Comprehensive review completed in January 2015, by Steve Taylor in Strategy, Research and Performance 2015, of directories including the community directory. Recommendations made including content management strategy, website strategy, and development of a single directory solution that is centrally managed. <i>Further work in this activity area to be rolled forward into all activities under strategic action area A: "Publish more visibly".</i>
Carry out staff engagement survey in 2012	Corporate Head, Organisational Development Unit: Jackie Kelly	June/July 2012	<i>Action completed. Response rate was 57%.</i>

2. Advance equality of opportunity between people who share a protected characteristic and people who do not

Key Action	By whom	By when	Commentary
Produce implementation plan for development of partnership between Equalities Forum and Shropshire Business Chamber	Corporate Head Strategic Planning: Mike Hyatt; Group Manager, Business Growth and Prosperity: Andy Evans	June 2012	<i>Further work in this activity area is being rolled forward into activities under strategic action area C: "Work more jointly". The Equalities Forum no longer exists as a channel for joint agency working</i>
Work to maximise opportunities to attract external resources and funding to support equalities initiatives throughout Shropshire – e.g. Rainbow Film Festival, Black History Month & Kick It Out campaign.	Corporate Head Strategic Planning: Mike Hyatt; Group Manager, Business Growth and Prosperity: Andy Evans; Community Action Teams	October 2012	<i>Further work in this activity area is being rolled forward into activities under strategic action area C: "Work more jointly".</i>
Review of advertising strategy to ensure we targeted interventions as part of our positive action campaign	Corporate Head, Organisational Development Unit: Jackie Kelly	September 2012 to March 2013	Focus at the time was on hard to fill posts i.e. social workers. Ongoing recruitment campaigns 'open vacancies' and attendance at specific sector jobs fairs. Developed and implemented Shropshire Council Graduate Programme and Internships (see below) with focus on young people.

Key Action	By Whom	By When	Commentary
<p>Implement plan offering work placements to 16-24 year olds to help them gain experience and develop skills.</p>	<p>Corporate Head, Organisational Development Unit: Jackie Kelly</p>	<p>September 2012</p>	<p>The focus has been the recruitment of graduates and interns within Shropshire Council: Graduate Scheme: a total of 21 graduates have been placed within Shropshire Council since 2011. Internships: a total of 11 interns have been taken on for a 3 month period since 2011. The Marches Grad for Business (Growing Talent funded) places graduates with local businesses across Shropshire, Telford & Wrekin and Herefordshire. There have been a total of 35 graduates placed since 2013. Currently implementing a pilot Mentoring of Traineeships for Graduates in conjunction with County Training with a view to rolling this out across the organisation 2015/16. Work experience placements continue to be accommodated within service areas across the organisation.</p>

3.Foster good relations between people who share a protected characteristic and people who do not

Key Action	By whom	By when	Commentary
Establish a governance framework around our equalities work programme via SMT.	Corporate Head Strategic Planning: Mike Hyatt;	June 2012	<i>Reorganisation of internal structures.</i> <i>Governance consideration now taken forward through Legal, Strategy and Democracy service area, in liaison with portfolio holder</i>
Ensure Equality and Diversity is embedded into the Core Skill Training programme for staff	Corporate Head, Organisational Development Unit: Jackie Kelly	On going work as each training package is being developed	<i>Actions rolled forward into activities under strategic actions.</i> <i>Rolling programme for staff</i>
Community Action Teams to continue to support elected Members in engaging and reaching all section of their local community	Area Directors: George Candler; Chris Edwards; Clive Wright	Ongoing	<i>Actions rolled forward into activities under strategic actions.</i> <i>Teams now renamed as Community Enablement Teams, through Kate Garner and Neil Wilcox.</i> <i>Links to locality commissioning activity through George Candler, and area input through Chris Edwards</i>
Ensure our Elected Members have appropriate training and development initiatives to build confidence and support them in their community leadership role	Member Development: Claire Porter	April 2012	<i>Actions rolled forward into activities under strategic actions.</i> <i>Rolling programme for Elected Members</i>

Key Action	By whom	By when	Commentary
Develop closer working between the Equalities Forum and the Voluntary Sector to encourage engagement and participation to demonstrate leadership in their local community	Corporate Head Strategic Planning: Mike Hyatt; Diversity Officer: Kal Parkash; Voluntary Sector Assembly: Sarah Dodds	April – September 2012	<i>Further work in this activity area is being rolled forward into activities under strategic action area C: “Work more jointly”.</i>
Further develop the Rural Toolkit to include questions around cohesion and integration.	Principal Rural Policy Officer: Lois Dale	Roll out in June 2012	<i>Action completed, linked to planning policy development including SAMDev (Site Allocation and Management of Development) policy.</i> <i>Further work is being rolled forward into activity (i) under strategic action area B: “Collect and analyse more proactively”. Action to include analysis of data from five toolkits completed in 2012</i>
In line with Department of Communities & Local Government recent guidance ‘Creating conditions for integration’- Support the Equalities Forum to refresh the Hate Crime protocol throughout Shropshire to encourage reporting using local community hubs and venues.	Corporate Head Strategic Planning: Mike Hyatt; Area Directors: George Candler, Chris Edwards, Clive Wright Diversity Officer: Kal Parkash	Refresh Protocol: October 2012 Promotion and publicity campaign: October 2012	<i>Action not completed in 2012. Work in this activity area is being rolled forward into activities under strategic action area C: “Work more jointly”</i> <i>Action underway to publish new material including: new leaflet to include updated list of local reporting centres; use of easy-to-understand hate crime reporting forms; and revised joint agency protocol linked to information sharing.</i>