

**LGA Peer Review draft Action Plan – March 2021**

**Leadership and Organisational Commitment**

LGA Recommendation	Management Response	Next steps	By when?	By whom?
<p>Develop an <b>Equalities Strategy and smart action plan</b> to provide a framework for EDI work and governance across the Council; develop objectives etc.</p>	<p>Embed this in existing work rather than create a separate Equalities Strategy.</p> <p>The People Strategy and Supporting Communities Strategies could provide the framework for the Council’s future work in this area.</p> <p>The Vision and Values work also represents an opportunity – this work is currently being undertaken, to be completed by May 21. Work will follow to translate the values to a Behaviours Framework and embed in all the Council’s day to day activities. Referencing EDI in the values work would represent a very significant step to ensuring EDI is not just a policy/procedure but also forms part of our everyday thinking, conversations and work.</p>	<p>Explore whether this recommendation can be achieved in this way. Following this, relevant documents can be revised.</p>	<p>Review by May 2021</p> <p>Updated documents by September 2021</p>	<p>Review – Strategic and Corporate Policy.</p> <p>Updated documents – Corporate Manager – People and Head of Democracy and Community.</p>
<p>Establish a <b>governance framework</b> for EDI work, including the Equalities Group. Use Overview and Scrutiny Committee for scrutiny of EDI</p>	<p>Governance framework to be in line with management arrangements – Equalities Group through to CMT and Cabinet.</p> <p>Lead CMT Officer to be Assistant Chief Executive (agreed CMT 9 March 2021).</p> <p>Member Scrutiny through Overview &amp; Scrutiny.</p>	<p>Brief Equalities Group &amp; CMT.</p>	<p>March 2021</p>	<p>Strategic and Corporate Policy</p>

Identify <b>lead officers</b> for Engagement and EDI work	Lead officers are members of the Equalities Group and the Assistant Chief Executive.	Brief Equalities Group & CMT.	March 2021	Strategic and Corporate Policy
Consider establishing a <b>Cabinet Champion</b> role for Equalities	To be considered by the Cabinet as part of their response to the Peer Challenge.	To discuss informally with the Leader and Deputy Leader.	May 2021	Chief Executive
Ensure that any <b>Covid-19 Recovery Plan</b> includes a BAME focus	Covid 19 recovery plans will include a focus on EDI and will be subject to an Equalities Impact Assessment.	To be taken forward as part of the Business Planning and Service Planning process.	June 2021	Strategic and Corporate Policy
<b>Review the EQIA template</b> and process and roll out training for managers.	To be actioned as a priority to support decisions taken by the Council.	To seek LGA guidance on good practice models	March 2021 for template and training to be rolled out by June 2021.	Strategic and Corporate Policy
Develop an <b>internal and external communications strategy</b> that links into the Business Plan, and key strategies affecting BAME issues	To be considered as part of a possible future LGA Peer Review of communications. A communications/engagement strategy can be developed in light of the findings of this work.	LGA Peer Review on Communications to take place in 2021/22	Following Communications Peer Review	Corporate Manager - Communications (external communications)  Corporate Manager – People (internal communications)
<b>Strengthen Service Level Agreements</b> to link in with the Corporate priorities.	Agreed, to be taken forward as SLAs due for renewal.	To establish when relevant SLAs are due for renewal	Update on current SLA position to be provided by April 2021.	Head of Democracy and Community.
Sign up to the <b>Race in the Workplace Charter</b>	To be considered at a later date. There are a number of accreditations/Charters that could be considered and it is proposed that the Council reviews this at a later date.	HR to consider and report back to CMT in due course	April 2022	Corporate Manager – People

**Understanding and Working with Your Communities**

<b>LGA Recommendation</b>	<b>Management Response</b>	<b>Next steps</b>	<b>By when?</b>	<b>By whom?</b>
Use existing <b>published data and data shared</b> with partners to build up a clearer picture of BAME communities in Rushmoor.	Agreed. After the release of the 2021 Census data the Council will produce a report to create a clearer picture of the BAME communities in Rushmoor. This report will be shared with partners via the Partnership Network.	To follow the release of Census 2021 data	TBC (depending on release of Census data)	Strategic and Corporate Policy
Use <b>grant awards</b> as leverage to become an effective enabler. Use this funding to improve participation and build BAME community capacity.	Agreed. Suggested next step to review where are able to use some grant awards to potentially support an Equalities, Diversity and Inclusion agenda. This work could potentially be included in the scope of a Community Engagement Strategy.	Democracy and Community Service to review and advise CMT of potential options.	2021/22 for implementation in 2022/23	Democracy and Community Service
<b>Broaden engagement with smaller communities</b> and ethnic minorities beyond faith groups. An engagement strategy would assist with this.	Agreed. Given the timing of the Census, it might be worthwhile developing any Community Engagement Strategy following the publication of the Census.	To follow the release of the Census Data and to consider as part of the Communications Strategy work	TBC (depending on release of Census data)	Communications Manager Democracy and Community Team
Extend the good practice from the engagement work done with the Nepalese community and ensure <b>provision is available for other communities</b> to support them to shape and access services.	Agreed and propose that this is taken forward following the publication of the Census data.	Democracy and Community Team to consider	Autumn 2021 onwards	Democracy and Community Team
Refresh the <b>EDI related content on the Council's website</b> . Use it to signpost to	Agreed. This can be taken forward as part of the planned implementation of a new Council website.	Ensure that this is on the work plan for new website.	2021/22	Communications Manager

community groups and other support.				
<b>Celebrate festivals and events internally and externally</b> , for example Black History Month, Eid, Diwali, Pride etc	Agreed. This can start to be implemented quickly and can be developed further as time goes on. The LGA proposed a first step around social media which can be taken forward by the Communications Team.	Calendar of festivals/celebrations to be developed.	Implementation can commence in March 2021 starting with International Women's Day.	Communications Manager  Democracy and Community Team
Develop <b>bespoke communications</b> for different communities e.g. Covid 19 information for higher risk communities	Arguably, this is an area where the Council have already been focused and will continue to do so. Work could be expanded in this area but would need to be informed by data around which groups to target for communications.	Maintain watching brief.	In place already	Communications Manager
Work with partners to properly <b>understand the health and wellbeing inequalities</b> within the different BAME communities	Arguably, this is an area where the Council have already been focused and will continue to do so.	Add to the scope of the internal review that will commence on health.	2021/22	Executive Director (KE)  Head of Democracy and Community.
Provide <b>formal feedback loops for BAME</b> communities – they do not know where to raise issues.	To be considered as part of the work on the Community Engagement Strategy/Communications Strategy.	Add to the scope of the Community Engagement Strategy	2021/22	Communications Manager  Democracy and Community Team

**Responsive Services and Customer Care**

<b>LGA Recommendation</b>	<b>Management Response</b>	<b>Next steps</b>	<b>By when?</b>	<b>By whom?</b>
<b>Review and develop data sharing protocols</b> with key partners and communicate these across the organisation	To be reviewed as the Council’s view is that data sharing protocols are in place and this may just be an issue around communication. Need to understand these before deciding whether further work is required.	Understand what is already in place before agreeing next steps.	July 2021	Corporate Manager – Legal
Ensure that services consider <b>equality of access for all</b> during service design, planning or redevelopment	This will require training, documentation and templates (e.g. EQIA) to be developed along with cultural change. All of these are identified elsewhere in the LGA’s recommendations and this should then result in services fully considering equality of access.  This may be an area for the lead officer and Member Champion to have oversight around progress.	To launch EDI training and to refresh equality impact assessment guidance and templates and to consider incorporating EDI into our vision and values as they emerge.	December 2021 onwards	Corporate Manager – People  Assistant Chief Executive
<b>Review the Council’s approach to procurement</b> to maximise impact on the EDI agenda.	To be considered when the Procurement Strategy is refreshed (planned for 2021/22)	Add to the scope of the refresh.	2021/22	Principal Procurement Officer
<b>Commission and analyse in-depth resident and customer surveys</b> to gain a better understanding of the views and experiences of BAME people (and other protected characteristics)	Resident satisfaction survey is planned for Summer 2021 and can include questions which address this recommendation.	Design survey and liaise with the communications team	September 2021	Strategic and Corporate Policy Team
Adopt the <b>principle of co-design and co-development</b> of	The Council has examples of where this approach has been used successfully.	Keep under review	From 2022/23 onwards	Strategic and Corporate Policy Team

services with the users including minority ethnic communities	We would need to think about how and where we might adopt this approach more widely and it might be more appropriate to consider once training and EQIAs are embedded.			
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### Engaged and Diverse Workforce

LGA Recommendation	Management Response	Next steps	By when?	By whom?
Set <b>aspirational targets</b> for increasing the percentage of BAME staff in the council	The Council doesn't wish to take positive action in terms of appointments or set targets but will look at initiatives to encourage applications from under-represented groups.	Initiatives to encourage applications from under-represented groups to be taken forward following a review of recruitment analytics, as identified in People Strategy	April 2021 onwards	Corporate Manager – People
Roll out <b>training programmes for staff</b> on EDI, including some mandatory training, induction training and embed other training as appropriate.	To take forward as a priority action and already identified in the Corporate Learning and Development Plan	Identify training provision and roll out to all staff.  Review additional training needs.	April 2021 onwards	Corporate Manager – People
<b>Develop Member training</b> for EDI – consider making it mandatory	A decision for Members on whether they wish to take this recommendation forward.	Refer to member Development Group for consideration	June 2021	Service Manager – Democratic Services
Start addressing <b>gaps in workforce data</b> , recognising that not all staff will complete	Priority action that had already been identified in the People Strategy.	Request to be sent to all staff.	February 2021 onwards	Corporate Manager – People

their data immediately and it may take several reminders.		Baseline position to be established		
Start analysing <b>trends in workforce data and addressing barriers to progression</b> for BAME staff if this is an issue. Capture and understand the lived experience of BAME staff.	To follow the action above.		2021/22	Corporate Manager – People
Adopt a <b>positive action approach to advertising, recruitment and developing talent</b> for career progression. Consider the reintroduction of formal and informal positive action initiatives for BAME people at all levels similar to earlier projects that existed in a bid to increase the number of female leaders.	Not agreed at this stage. Any approach in relation to this recommendation would need to be underpinned by data (on workforce, recruitment etc) as well as an understanding on how this has worked in other organisations.  Recruitment processes in a broad sense to be looked at as mentioned above as part of the work under the People Strategy and will consider EDI issues.		2021/22	Corporate Manager – People
Consider how <b>mentoring, coaching, sponsorship and secondment</b> to partners and other local employers could improve diversity at senior levels	Incorporated already as part of the Learning and Development Strategy.		Completed	Corporate Manager – People
Partner with community links e.g. Farnborough College to gain insight into what different segments of the community want from work and promote the <b>Council as an employer of</b>	To be taken forward as part of the People Strategy Action Plan.		2022/23	Corporate Manager – People

<b>choice</b> which can offer many careers.				
Establish a BAME <b>staff equality network</b> with allies, sponsorship and a budget (depending on numbers and interest a BAME network could initially be part of a wider staff equality network.	The Council already has an Equalities working group and could be tasked with giving consideration of whether an Equalities Network would be useful.	To be considered by the Equalities Working Group	September 2021	Equalities Working Group
Continue to identify opportunities to target the <b>recruitment of apprentices</b> – this could help to get a more representative workforce as well as help the council meet its apprenticeship duty.	To be considered as part of the People Strategy Action Plan		2021/22	Corporate Manager – People
Embed the <b>behavioural framework</b> in processes such as performance and development reviews. This could be refreshed to reflect EDI commitments.	To be considered as part of the People Strategy Action Plan and work on values		2021/22	Corporate Manager – People