

Cabinet

Item No.

Decision making report title:	Progress on the Council's Equality, Diversity & Inclusion Objectives 2017-2020
Date of meeting:	2 December 2019
Responsible Cabinet Member:	Councillor Margaret Dewsbury - Cabinet Member for Communities and Partnerships
Responsible Director:	Tom McCabe – Executive Director, Community and Environmental Services
Is this a key decision?	Yes

Introduction from Cabinet Member [Together, for Norfolk](#), sets out the ambitious plans we have for the county. It shows how by working together, we can help Norfolk have a growing economy, full of thriving people living in strong communities we are proud of. Fundamentally, the plan relates to all Norfolk communities.

Norfolk is famous for its diverse landscapes and geography. Whilst we are less well known for population diversity, our diverse communities are interwoven into Norfolk's history. The first Black Mayor in England was from Norfolk and elected in Thetford in 1904. With over 650 historic churches, we have more than any other county in Britain. The Ihsan Mosque in Norwich was the first mosque in the country to be established by British converts to Islam and there are over 140 languages spoken across the county.

The County Council's equality, diversity and inclusion objectives help us to focus on enabling all of Norfolk's diverse communities to access the services they need and to play their part in shaping a better future for all.

Over the past three years, significant work has been carried out to deliver on the County Council's equality objectives. There have been many achievements and successes over this period, including:-

- Achieving Disability Confident Leader status from the Department of Work and Pensions
- The County Council's website being judged by the relevant national body as passing a stringent accessibility test
- Ongoing and visible support for Norwich Pride, Disability Pride and Black History month events. The County Council was also the only local authority in Norfolk to have flown the Transgender flag to mark the Transgender Day of Remembrance
- Established the Tricky Period initiative in Norfolk libraries, which has since been emulated by other authorities across the country

The proposed new objectives provide an opportunity to build on the strong work already carried out.

Executive Summary

This report summarises progress over the last three years to deliver against the County Council's Equality, Diversity and Inclusion Objectives for 2017-2020 (as set out in Appendix 1). Overall, progress over the last three years has been good. All critical activities have been delivered and one action will be carried over into 2020-2023.

The existing objectives are due to expire on 31 March 2020. Therefore, the report proposes revised objectives for 2020-2023, and summarises a range of developments on equality, diversity and inclusion that have taken place over the last three years that Cabinet will wish to consider when determining forward strategy.

Recommendations

- 1. To comment on the progress made in delivering the Equality, Diversity and Inclusion Objectives 2017-2020 (as set out in Appendix 1)**
- 2. To review the relevant local and national developments and emerging issues set out in Section 4**
- 3. To approve the five new Equality, Diversity and Inclusion objectives for 2020-2023, as set out in Section 5**

1. Background and purpose

- 1.1. This report summarises progress over the last three years to deliver against the County Council's Equality, Diversity and Inclusion Objectives for 2017-2020. The report also proposes new objectives for 2020-2023.

2. The legal context

- 2.1. Local authorities have a statutory duty under the Equality Act 2010 to pay 'due regard' to the following when exercising public functions:
 - Eliminate discrimination, harassment and victimisation and other prohibited conduct
 - Advance equality of opportunity
 - Foster good community relations
- 2.2. The Act requires authorities to publish equality objectives and report annually on progress each year.
- 2.3. The Act is primary legislation and UK domestic law. The Government has stated that there will be no changes following exit from the EU.

3. Progress against the equality objectives 2017-2020

- 3.1. Detailed information on progress against the County Council's 2017-2020 equality objectives is set out in Appendix 1. Overall, progress over the last three years has been good. All critical activities have been delivered and one action will be carried over into 2020-2023.
- 3.2. The Council is continuing to build on its work as a national leader on accessibility, following achievement of the top level of Disability Confident Leader by the Department of Work and Pensions in 2018. This is an important element of [Together, for Norfolk](#), the Council's six-year business plan, which prioritises work to improve accessibility for disabled and older people. Work is taking place to systematically review and incorporate increased accessibility into the Council's physical premises, ICT, information, culture, policy and practice.
- 3.3. Work to promote digital inclusion is an essential component of this work, as [Together, for Norfolk](#) will see the Council make much greater use of technology to serve people in their homes, at a time and place that suits them. Digital inclusion will be an essential factor in the ability of disabled and older residents to live independently, access services and combat social isolation. Badly designed and implemented web technology can make it difficult or impossible for disabled people using assistive technologies like text-to-speech readers or magnification software to access web information and self-service.
- 3.4. In May 2017, for the first time, the Council passed a stringent two-stage test of the accessibility of its website for disabled people, scoring 2 out of 3. The test was carried out by [Socitm](#), an independent organisation which assesses and rates all UK local authority websites. Nationwide, 4 out of 10 local councils' homepages failed basic tests for accessibility, which places Norfolk County Council as a top performer in this area.
- 3.5. The Council maintains a visible presence at Norwich Pride and Disability Pride. It is the only local authority in Norfolk to have proudly flown the rainbow flag every year for 11 years since the first Pride in Norfolk, and the only local authority in Norfolk to have flown the Transgender flag to mark the Transgender Day of Remembrance. Residents tell us that this visible support is important and not tokenistic, because agencies that are not confident to tackle issues like homophobia do not fly flags and do not support events like Pride.
- 3.6. Norfolk County Council plays a key role each year to support Norfolk's community-led Black History Month steering group to deliver a programme of events to celebrate Norfolk's Black history and Black role models.
- 3.7. This is what the Chairs of Norwich Pride, Disability Pride and Black History Month say about Norfolk County Council:

"Norfolk County Council has supported the aims of Norwich Pride to make Norwich a safe and inclusive place for the LGBT+ community since our first

event in 2009. We see the Council as being a positive advocate of LGBT+ inclusivity and we are aware they work hard to try and eradicate hatred in all forms towards people covered by the Equality Act. They also support county-wide LGBT+ events we are involved in and we greatly value their input.”

- The chairs of Norwich Pride, 2019

“Norfolk County Council has supported Norfolk Disability Pride for the last 2 years to promote what the disability community can do as well as raising awareness of what support is available to disabled people in Norfolk. Norfolk County Council has also been proactively involved in making it happen”.

- The Chair of Disability Pride

“I am writing on behalf of the Norfolk and Norwich BHM Committee to say how much we appreciate Norfolk County Council’s ongoing support, and for the personal input we have received. The Council’s support is an essential core of BHM activities because it enables Black, Asian and minority ethnic communities to celebrate cultures and achievements in a way that can be appreciated by the population of Norfolk as a whole.”

- The Chair of Norfolk’s Black History Month, 2019

- 3.8. The Council is not complacent about the breadth and depth of issues and inequalities that face individuals and families in Norfolk and the country as a whole, and is committed to working to consistently identify, review and address these.

- 3.9. The Council has been quick to respond to emerging issues nationally on equality. In 2017, at the time when Period Poverty was hitting the national consciousness, the Council was one of the first authorities in the country to lead the way, by establishing the Tricky Period initiative in Norfolk libraries. Tricky Period has been emulated by other authorities across the country, and as agreed by the Council earlier this year, this model is being widened to cover all public buildings.

4. Local and national developments and emerging issues

- 4.1. This section summarises a range of developments and emerging issues that Cabinet will wish to consider. These are useful in terms of understanding the changing context we operate within, and which will guide and influence thinking on equality, diversity and inclusion moving forward:

- a) The Council’s new six-year business plan, [Together, for Norfolk](#), prioritises work to improve accessibility for disabled and older people in the county, and work to tackle hate incidents – so these remain important priorities in going ahead.
- b) There are many factors impacting on people’s ability to live independently and peacefully with one another that are out of the Council’s control – but equally, there are many factors that we can control. We can ensure that we are an organisation that listens to diverse voices and values and respects difference; that we actively confront prejudice and that our services are accessible and inclusive.

- c) Social norms and values change rapidly over time. For example, the ease and familiarity with which many younger people talk about gender diversity is often at odds with the national debate. The Council should invite periodic challenge from young people on its progress on equality, diversity and inclusion, to ensure that system leaders have opportunities to hear directly from young people about the equality issues they feel are most relevant to Norfolk today.
- d) Norfolk County Council is the largest democratically-elected organisation in Norfolk, the county's largest employer and a corporate parent to many young people. All elected members and staff have a unique role to play in leading the change they want to see and working to promote equality of opportunity and inclusion.
- e) In 'Improving lives: the future of work, health and disability, 2017', the Government sets out how it plans to work with employers and local authorities to break down employment barriers for disabled people to enable one million more disabled people to secure employment by 2027. The Council is supporting 'Preparing for Adult Life' and 'Skills and Employment' services to help young people with learning or physical disabilities, and those with mental health problems to make a smooth transition into adulthood and employment.
- f) Norfolk has an aging population, a higher number of disabled people than other parts of the country and increasing numbers of disabled young people. Work to promote accessibility is essential to delivery of Promoting Independence strategy – disabled and older people can only be independent if they can easily access services and facilities by themselves without the help of others. The Council is investing £29million in the 'Living Well: Homes for Norfolk' programme to support and accelerate extra care housing development across Norfolk and redesigning day services, so they respond to the needs of the people who use them.
- g) An estimated 13,150 young people in Norfolk have some form of Special Education Needs and Disability (SEND) and the provision for those pupils requires significant investment. The Council already has an ambition to invest £120m in new special schools and in specialist resource bases in maintained schools for children with special educational needs and disabilities.
- h) There is increased awareness of the importance of ensuring that services are accessible for people who are neurodiverse. *[Neurodiverse relates to neurological differences including, for example, Dyspraxia, Dyslexia, Attention Deficit Hyperactivity Disorder, Autistic Spectrum and others.]*
- i) On 9 February 2019, the Government published an Integrated Communities Action Plan, which sets out how it will work across central and local government to drive forward work to create socially and economically stronger, more

confident and integrated communities. The Action Plan will impact on all councils and employers.

- j) There is an increased awareness of gender inequalities – such as tackling Period Poverty (an issue on which Norfolk libraries led best practice nationally) and the insidious nature of sexual harassment – epitomised by the MeToo campaign.
- k) There is a growing understanding of diversity within ‘gender’ – increasing numbers of people identify as non-binary (a spectrum of gender identities that are not exclusively masculine or feminine) or intersex (individuals born with any of several variations in sex characteristics), and it is important that the Council is respectful of this and that our information systems can accommodate how people wish their personal characteristics to be recorded. Further guidance is expected from the Government on this matter.
- l) The findings of the recent Norfolk Fire and Rescue Service Inspection Report identified that a priority was “To identify and tackle barriers to equality of opportunity, and make its workforce more representative, the service should ensure diversity and inclusion are well understood and become important values of the service.”
- m) There has been a marked increase in racial tension and hate incidents following the EU referendum. Many diverse communities feel vulnerable to prejudice and hatred.
- n) The UK Government has formally adopted the International Holocaust Remembrance Alliance’s (IHRA) working definition of anti-Semitism. This states that:

“Anti-Semitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of anti-Semitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.”

This definition is an important tool for public bodies to understand how antisemitism manifests in the 21st century. Norfolk County Council has incorporated the definition into practice, including in terms of work to tackle prejudice and hate incidents.
- o) Current planning for Brexit indicates that withdrawal from the EU may trigger an increase in the number of presentations to the Council of people who have uncertain immigration status and no recourse to public funds. There is also the potential that it may trigger an escalation in hate incidents.

- p) The Queen's speech in October 2019 announced an Immigration and Social Security Co-ordination Bill which would end free movement, deliver a new fair, modern and global immigration system, and reaffirm commitment to the right to remain for resident European citizens who have built their lives in the UK.
- q) Over the last two years, Norfolk County Council has supported central government to resettle 150 vulnerable Syrian refugees. Norfolk's resettlement scheme has been delivered at no cost to Norfolk County Council, and crucially, the funding secured from central Government has created extra capacity within Adult Social Care and Children's Services to support other families in Norfolk. Norfolk's resettlement scheme has been commended by the Home Office as an example of national best practice and it has built community cohesion through work to connect refugees with 100 volunteer members of the wider community.
- r) National strategies to address Preventing Radicalisation, Female Genital Mutilation and Modern Day Slavery will require the County Council to continue to engage with all its communities.

5. Proposed equality, diversity and inclusion objectives for 2020/2023

- 5.1. The table below sets out the five proposed objectives for 2020-2023, which take into account the issues summarised above. Also set out below are some potential key activity areas to support delivery of each of the objectives.
- 5.2. Further to Cabinet agreeing which objectives and activities it wishes to pursue, and any changes relating to these, detailed work will be undertaken to identify success and outcome measures and performance monitoring arrangements.

Objective	Potential activity areas
1. Role model an organisational culture that respects and values difference across our county and in our workforce	<ul style="list-style-type: none"> a) Continue to systematically engage all Norfolk's diverse voices in Together, for Norfolk's ambition for economic growth, managed development and a better future for all, to ensure that Norfolk reflects the aspirations of everyone. b) Together, for Norfolk role models an inclusive approach that addresses unconscious bias. Taking the lead from this, a review will be undertaken of how Norfolk County Council works and communicates as an organisation, to identify any unconscious bias in the system. Where there is, steps will be taken to remove it. Progress will be reported to Cabinet. c) Review existing strategies to address inequalities in lifelong outcomes for Black, Asian and minority ethnic and disabled adults and children in Norfolk, to consider

Objective	Potential activity areas
	<p>whether they are sufficient, or whether there are opportunities to do more, reporting to Cabinet on the findings.</p> <ul style="list-style-type: none"> d) Implement Norfolk Fire and Rescue's improvement plan and associated actions in accordance with agreed timescales and taking account of any equality issues highlighted in the scheduled Peer Review. e) Explore options for ensuring that business information systems incorporate appropriate options for gender honorifics. f) Monitor implementation of the Period Poverty initiative, reporting to Cabinet on the take up of this programme and any changes that should be made. g) Continue to ensure that the design, methodology and timing of consultation initiatives are as accessible and inclusive as possible, engaging with groups such as the 'Making it Real' Board, which is chaired and led by disabled people, to seek constructive challenge on how we can maximise accessibility within the constraints set nationally. h) Invite young people to provide challenge to the Council on progress on equality, diversity and inclusion to ensure that system leaders have opportunities to hear directly from young people about the issues they feel are most relevant to Norfolk today. i) Deliver against the commitment of the Leader that all Cabinet members complete the Autism Awareness e-learning and equalities and inclusion training for all members. j) Continue to develop data and analytics to help map the Council's progress as an employer throughout colleagues' working time so that we can learn and improve our inclusive practices.
2. Promote inclusive design and accessibility for disabled people in Norfolk and remove barriers to independence	<ul style="list-style-type: none"> a) Explore opportunities for further embedding inclusive design into Norfolk County Council's next customer service strategy, which sets out how the Council will engage with its people, families and communities. b) Continue to lead digital inclusion for disabled people and other vulnerable groups across business transformation in Norfolk. c) Continue to embed heightened levels of inclusive design into County Council buildings and ICT to make good accessibility for service users and staff the 'norm'. Where

Objective	Potential activity areas
	<p>we identify barriers to accessibility, we will work hard to try to find ways to overcome these. As part of this action, we will offer services the opportunity to assess their accessibility across ways of working, buildings and ICT. We will also implement the results of the survey of the Council's physical buildings to inform ongoing development of access statements for the Council's assets.</p> <ul style="list-style-type: none"> d) Consult with disabled groups in Norfolk on the barriers to access and independence identified by Norfolk's Access Groups, to consider options for addressing these barriers over the short to long term, and work with system leaders to address these barriers. e) Norfolk County Council is currently ranked 1st out of 28 county councils that participated in this year's National Highways and Transport survey. This is an important survey with a large sample size of 3,300 that helps the Council to understand what local people feel about their roads. Whilst we are currently the top performing county overall across traffic levels, condition of highway and highway maintenance, we fell slightly below the average (by no more than two per cent) on ease of access/disabilities. Over the next three years we will explore whether there are opportunities to address this. f) Deliver the Accessibility Strategy for Schools 2019/2021 in accordance with agreed timelines.
<p>3. Strengthen hate incident recording and reporting protocols and better integrate these within safeguarding practice, to safeguard people in Norfolk from hate incidents</p>	<ul style="list-style-type: none"> a) Continue implementation of the Norfolk Multi-Agency Protocol on Hate Incidents, addressing gaps identified in monitoring over the last 18 months.
<p>4. Develop NCCs reputation as an employer that values difference, attracting and recruiting colleagues from a diverse range of backgrounds for the</p>	<ul style="list-style-type: none"> a) Review and refresh our recruitment and marketing package to ensure we attract and recruit new colleagues from a diverse range of backgrounds. b) Explore adoption of Inclusive Employers, an employers' benchmarking tool on accessibility, and test ourselves against the standard in 2020/21 c) Explore adoption of the Government's Race at Work Charter, which gives organisations a clear set of actions to

Objective	Potential activity areas
value they can bring to our organisation.	<p>work towards in helping to create equality of opportunity for ethnic minority employees at work.</p> <p>d) Talk to our diverse communities about how they view NCC as an employer and address any issues or barriers.</p>
5 Support and encourage our colleagues to be the best they can be at work, providing them with an employment deal that is fair and inclusive, helping everyone to contribute to the ambitions of NCC	<p>a) Ensure the values of equality, diversity and inclusion are included in the new management and leadership development offer at all appropriate opportunities</p> <p>b) Embed flexibility into key processes to ensure managers can adapt them to individual needs e.g. induction</p> <p>c) Continue to develop our communication and promotional plan to support embedding the revised Equality, Diversity and Inclusion Policy.</p>

6. Impact of the proposals

- 6.1. The proposals in this report will enable the Council to deliver the priorities in Together, for Norfolk and fulfil its statutory requirements under the Equality Act 2010.

7. Evidence and reasons for decision

- 7.1. The evidence for the proposals is set out in sections 2 and 4.

8. Alternative options

- 8.1. The proposed objectives and activity areas for 2020-2023 seek to provide Cabinet with as many options as possible for consideration in going forward. Cabinet may wish to amend the proposed objectives or to amend or delete one or more of the proposed activity areas.
- 8.2. An alternative option to agreeing the proposed objectives is to not take these proposals forward. However, this would place the Council at risk of not complying with the Equality Act 2010.

9. Financial and resource implications

- 9.1. The objectives detailed in this report can be met within existing budgets and resources.

10. Other implications

- 10.1. **Legal implications** - the proposals in this report will enable the Council to fulfil its statutory requirements under the Equality Act 2010.
- 10.2. **Human rights implications** – no human rights issues identified.
- 10.3. **Equality Impact Assessment (EqIA)**
 - 10.3.1. The proposals in this report will promote equality for people with protected characteristics in Norfolk. They will also ensure the Council continues to take full account of equality, diversity and inclusion when planning and commissioning services, and where necessary, put actions in place to address any barriers faced by people with protected characteristics.
 - 10.3.2. The Council continues to manage unprecedented financial challenges, and equality assessments are systematically carried out on the annual budget proposals. These are published on the [Council's website](#) for inspection and scrutiny.
 - 10.3.3. In carrying out an equality assessment, the Council reviews a wide range of evidence before drawing conclusions about likely impacts. This involves reviewing, for example, data about people and services that might be affected, contextual information about local areas and populations and other data sources. Where appropriate, equality assessments are informed by the findings of public consultation, and in particular feedback from people about the impacts that proposals might have.
 - 10.3.4. For information, data and intelligence about Norfolk and its communities, see www.norfolkinsight.org.uk
- 10.3.5. **Health and safety implications** – none identified.
- 10.3.6. **Sustainability implications** – none identified.

11. Risk implications/assessment

- 11.1. NCC has monitored potential risks for failure to comply with statutory equality duties. This risk is regularly reviewed by departmental managers.

12. Select Committee comments

- 12.1. N/A

13. Recommendations

1. **To comment on the progress made in delivering the Equality, Diversity and Inclusion Objectives 2017-2020 (as set out in Appendix 1)**
2. **To review the relevant local and national developments and emerging issues set out in Section 4**
3. **To approve the five new Equality, Diversity and Inclusion objectives for 2020-2023, as set out in Section 5**

14. Background papers

- 14.1. [Progress on the Council's Equality Objectives – 25 March 2019 paper to Policy and Resources Committee](#) (page 127)

Officer Contact

If you have any questions about matters contained in this paper, please get in touch with:

Officer name: Jo Richardson **Tel No.:** 01603 223816

Email address: jo.richardson@norfolk.gov.uk



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Progress against NCC's Equality, Diversity and Inclusion Objectives 2017-2020:

Objective 1: Integrate accessibility for disabled people across core service transformation initiatives

Sponsor: Executive Director for Community and Environmental Services

What we said we'd do	What we've done
<p>1. The Council will assess and 'rate' existing levels of accessibility across services, and set realistic targets, enabling an evidence-led approach to delivering accessibility improvements. This will include publishing access statements for disabled people on our internet about our different premises and locations.</p>	<ul style="list-style-type: none"> (a) We have established an award winning approach to embedding heightened levels of accessibility into County Council buildings and ICT to make good accessibility for service users and staff the 'norm'. Where we identify barriers to accessibility, we work hard to try to find ways to overcome these. (b) A set of accessibility standards and toolkit has been developed, to enable services to explore approaches to taking a holistic and evidence-led approach to accessibility improvements across services, buildings and ICT systems. We have tested this approach with ICT services, HR and Culture and Heritage services. (c) The Council has developed a detailed survey to enable the accessibility of each the Council's physical buildings to be assessed. The survey will review all elements of a building, taking account of all impairment groups, looking at features such as physical access, colour, way finding, facilities for customers and staff and fire egress. At the time of writing this report, the survey is due to be published at the end of November 2019 for a January 2020 return, so that the results can be analysed to inform the development of access statements for the Council's assets.
<p>2. We will undertake an annual review of the latest guidance on accessibility across priority areas, to explore innovations to achieve a more accessible Norfolk. As part of this, we will engage with disability-led access groups in Norfolk and strategic partners, to explore how Norfolk could better incorporate</p>	<ul style="list-style-type: none"> a) We have held training for premises managers and systems leaders on emerging best practice on inclusive design of premises, ICT, information and policy. b) An evidence review has taken place with chairs of Norfolk's five county-wide independent Access Groups (led by disabled people) to compile a list

What we said we'd do	What we've done
<p>accessibility into service planning and design (e.g. through emerging technology or consistent design principles).</p>	<p>of barriers in Norfolk to disabled people's independence. In summary, the barriers include:</p> <ul style="list-style-type: none"> i. Lack of information on public agencies' websites about the accessibility of their individual public services (making it challenging for disabled service users to know in advance before they visit a service whether they will be able to access the service, park nearby, etc) ii. Lack of understanding by some public agencies of inclusive design and how to promote access for disabled people when service planning and commissioning iii. Reducing stress and anxiety in public spaces and at customer service points for people who are neurodiverse (e.g. on the autism spectrum) iv. Poor access to public leisure centres and private gyms v. Barriers in public transport vi. Inaccessibility of national 'shared spaces' initiative vii. Perceived shortage of disabled parking and inappropriate use of Blue Badges viii. Digital exclusion – many disabled people cannot access public agencies' websites due to a lack of compatibility with access software or poor design ix. Lack of 'changing places' toilet facilities across the county x. Clear pavements/pathways in urban centres xi. Affordability and cost of living xii. School premises, curriculums and information that are not accessible xiii. More effective enforcement of failures to make reasonable adjustments. <p>c) The findings of this are being integrated into delivery plans.</p> <p>d) Some of these issues are not within the Council's gift to address, and others will be challenging to resolve, but the aim of the review is to be ambitious across the whole system in Norfolk to find ways to address these issues over the next 25 years – to achieve a more accessible Norfolk.</p>

Objective 2: Strengthen hate incident recording and reporting protocols and better integrate these within safeguarding practice, to safeguard vulnerable people in Norfolk from hate incidents

Sponsor: Executive Director of Adult Social Care

	What we said we'd do	What we've done
1.	<p>In 2016, the Council led work with Norfolk Constabulary, district councils and health bodies to undertake an audit of the effectiveness of partnership working on hate incident reporting. The audit highlighted opportunities for strengthening existing practice, to safeguard older and disabled people, Black, Asian and minority ethnic people, lesbian, gay bisexual and transgender people and people from minority faith groups from hate incidents.</p> <p>To deliver this objective, we will implement the audit recommendations, and monitor impact after 18 months to confirm that all the recommendations have been actioned.</p>	<ul style="list-style-type: none">(a) We have reviewed and relaunched Norfolk's Multi-Agency Protocol on Hate Incident Reporting. The Protocol sets a consistent standard for tackling hate incidents in Norfolk, to make it easier for people (particularly residents with care and support needs) to report hate incidents.(b) So far, 275 Norfolk County Council and public agency staff have been trained to report hate incidents.(c) Tackling hate incidents has been built into the Norfolk Safeguarding Adults Board Strategic Plan 2018/2021 and supported by relevant actions.(d) An e-learning module for public agency staff on tackling hate incidents has been refreshed and published.(e) We have monitored implementation of the revised Protocol and identified actions that are still outstanding and need to be addressed.(f) This is an ongoing work programme that will continue to be monitored to ensure that hate incident reporting protocols are embedded within safeguarding practice and third party reporting arrangements are clear.

Objective 3: Implement the final phase of the Children's Services Equality Plan 2015/16 - 2017/18 in accordance with agreed timescales

Sponsor: Executive Director for Children's Services

	What we said we'd do	What we've done
1.	We will develop and extend our evidence and data base to improve analysis and highlight differences in relation to outcomes for particular groups of children and young people in Norfolk, reporting annually to Children's Services Committee.	<ul style="list-style-type: none">a) Analysis has been completed to examine the lifelong outcomes of Black, Asian and minority ethnic (BAME) and disabled adults and children in Norfolk, to identify disparities for people from these groups and ensure that the Council understands whether disparities in Norfolk reflect the national picture.b) The analysis has highlighted that broadly speaking, Norfolk reflects the national picture – with a small number of differences. For example, at Early Years Foundation Stage (EYFS), Key Stage 2 and Key Stage 4, Gypsy, Roma and Traveller children in Norfolk perform above the national average in some areas, and Black children perform below.c) Further analysis is taking place to examine whether existing strategies to address these issues are sufficient and will be reported on to Cabinet in due course.
2.	We will implement a film co-produced with 50 young people from diverse backgrounds in Norfolk across all staff in Children's Services (and other departments/partnerships as appropriate) to make sure that work with young people with protected characteristics is influenced by the voice of the child.	The film is available for all NCC staff to view on Learning Hub. The film is also available for elected members and other statutory agencies.
3.	We will develop an Accessibility Strategy for schools.	The Council has published a new Accessibility Strategy for schools which draws on the experiences of over 100 disabled young people in Norfolk. The strategy is a statutory responsibility and sets the context for individual school accessibility plans.

	What we said we'd do	What we've done
4.	We will hold a Children's Services equality conference for members, staff and partners, co-hosted and planned with young people, to consider key issues such as the fact that the average age of perpetrators of hate incidents in Norfolk is 15, hear best practice, inform strategy development and sustain a collective vision on equality for children and young people.	This action will be carried forward into 2020/2023. This was agreed in order to free up capacity within Children's Services to enable higher priority work on equality to be completed.

Objective 4: Ensure that the Promoting Independence strategy reflects the needs of all

Sponsor: Executive Director of Adult Social Care

	What we said we'd do	What we've done
1.	We will work with service users from a diverse range of backgrounds, including those who are Black, Asian and minority ethnic, lesbian, gay, bisexual, transgender and intersex, and from minority faith groups, to ensure that Promoting Independence strategy is inclusive.	<ul style="list-style-type: none">a) A range of qualitative engagement has taken place with 94 newly-arrived Black and minority ethnic (BAME) residents and 52 Muslim women in Norfolk, to ensure that the needs of these groups inform ongoing service transformation and improvement.b) No issues were highlighted regarding access to adult care services (including support for carers). Further engagement is planned to better understand views about why proportions of adults receiving support in Norfolk within each of the broad BAME groups are lower when compared to the national averages of those receiving support.c) A continuing message from Norfolk's lesbian, gay, bisexual, transgender and intersex (LGBT+) residents is the importance of service providers demonstrating that they value and respect LGBT+ people and families. This is particularly important for older LGBT+ service users, who may lack confidence about coming out unless they are assured that it will not be met with bigotry or prejudice.d) In view of this, work with health services has taken place to better understand current provision in residential care and to train staff.

Objective 5: Build an organisational culture that respects and values difference in Norfolk County Council

Sponsor: Head of Human Resource

	What we said we'd do	What we've done
1.	Revise the Council's equality policy, to ensure that staff understand their responsibilities to respect and value difference in the county and across the workforce, and to include everyone in making Norfolk a great place to live, work and visit.	The Council has published a revised Equality, Diversity and Inclusion policy , that sets clear expectations for colleagues, contractors and service delivery standards.
2.	Review all HR policies to ensure they reflect and promote equality and accessibility and inform a culture that respects and values difference.	All policies and guidance documents have been reviewed. These will be launched in conjunction with the learning and development offer to support them. The target is to launch them by the end of 2019.
3.	Review the resources available to members, managers and staff to assist them to apply the revised Equality, Diversity and Inclusion policy , and improve our learning and development offer regarding a culture that respects and values difference.	<ul style="list-style-type: none">a) Learning resources to be provided or refreshed have been agreed. There will be a blended approach to learning with e-learning and tutor led training available for colleagues. Some of this training will be aimed specifically at managers so they can understand and carry out their roles with confidence. Messaging on valuing difference are also being included into our wider learning and development offer.b) The Executive Leader has requested that all Cabinet members complete the Autism Awareness e-learning and has committed to equalities and inclusion training for all members. This is currently in development.
4.	Review current data on workforce diversity and consider how we might improve collection, target setting and reporting.	<ul style="list-style-type: none">a) HR dashboards are in development. These will provide management teams with information relating to a number of HR metrics including equality, diversity and inclusion data. The dashboards are due to be launched by 2020.b) Requirements relating to the collation of equality, diversity and inclusion information for all our colleagues have been included in the HR and

	What we said we'd do	What we've done
		Finance replacement system programme. This will enable our colleagues to more easily share and update the information we hold about them.
5.	Review opportunities for benchmarking our progress on equality and inclusion across the workforce, such as Stonewall's equality index, and identify appropriate actions.	We have reviewed the different standards available nationally and have identified a preferred provider, Inclusive Employers. We will look to test ourselves against the standard in 2020-21.
6.	Develop our communication and promotional plan to support embedding the revised Equality, Diversity and Inclusion Policy.	We have actively communicated our activity this year, including articles in NCC publications and representing NCC at key events such as Pride and Disability Pride. We have been asking our colleagues to get involved through providing us with feedback on their experiences and asking them to participate in a new inclusion group. There will be a diversity and inclusion champion category in the newly refreshed OSCAs this year.