

# Cabinet

Item No.

<b>Decision making report title:</b>	<b>Progress on the Council's Equality, Diversity &amp; Inclusion Objectives 2020-2023</b>
<b>Date of meeting:</b>	<b>2 November 2020</b>
<b>Responsible Cabinet Member:</b>	<b>Councillor Margaret Dewsbury - Cabinet Member for Communities and Partnerships</b>
<b>Responsible Director:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Is this a key decision?</b>	<b>No</b>

## **Introduction from Cabinet Member**

I feel strongly that one of Norfolk's greatest strengths is the willingness of all our communities to work together to build a better Norfolk. There is much work to do – but if we continue to work [Together, For Norfolk](#), we will achieve our ambition to build a better future for all.

I am pleased to see the progress being made against the Council's equality objectives. This is a snapshot of the work happening across the County Council, and with our partners, but by no means covers everything that we do.

A key milestone has been starting the whole council review of unconscious and structural bias. This is a brave but important step for the County Council and demonstrates that we are open to learning how we can do things better, as well as building on those things that we already do well. I look forward to seeing the initial findings from the review.

It was interesting to learn that the independent national Black History Month charity uses Norfolk County Council's innovative partnership work for Norfolk's Black History Month as an example to inspire other local authorities.

This is the result of a shared vision between the Council and the chair of Norfolk's Black History Month, to use the Council's influence to promote exemplary role models, so that young people in Norfolk have an opportunity to learn about the achievements of Black men and women in science, politics, education and academia.

It is also an opportunity to highlight the achievements of Norfolk's notable figures. One such example is Dr Allen Glayser Minns, who made history in 1904 when he was elected mayor of Thetford and became the first Black mayor of Britain. Each year, Norfolk's Black History Month generates engagement with around 30,000 people who live, work in and visit Norfolk, so it represents a huge opportunity to educate and inform.

## **Executive Summary**

This report summarises progress over the last six months to deliver against the Council's Equality, Diversity and Inclusion Objectives for 2020-2023, and the additional actions agreed by Full Council on 20th July 2020. It also includes a brief update of the impact of COVID-19 on equality, diversity and inclusion.

Overall, progress has been good.

Appendix A sets out the motion agreed by Full Council on 20 July. Appendix B sets out the motion and the EDI Objectives for 2020-2023.

## **Recommendations**

- 1. To review and consider the progress made against the Council's Equality, Diversity and Inclusion Objectives 2020-2023 and the actions set out in the Motion agreed by Full Council on 20 July 2020.**
- 2. To review and consider the latest version of the COVID-19 equality impact assessment (last reviewed by Cabinet on 11 May 2020), which summarises the impact of COVID-19 on people with protected characteristics (see Appendix C).**
- 3. Agree that the COVID-19 equality impact assessment should continue to inform decision-making across the Council wherever appropriate, to ensure that the Council's resilience and recovery effort is accessible and inclusive.**

## **1. Background and purpose**

- 1.1. This report summarises progress made to deliver actions against the Council's Equality, Diversity and Inclusion Objectives for 2020-2023 and the Motion agreed by Full Council on 20 July 2020.
- 1.2. This report does not seek to capture all of the work happening across the County Council that relates to equality, diversity or inclusion. Much of this work will be part of day-to-day working practices. In agreeing the Council's equality objectives for 2020-2023, Cabinet agreed a set of key activity areas alongside the objectives and this report sets out progress against these.

## **2. Impact of COVID-19 on equality, diversity and inclusion**

- 2.1. COVID-19 has impacted on everyone across Norfolk, particularly on people with protected characteristics.
- 2.2. Alongside this, research conducted by Public Health England (PHE) shows that Black, Asian and minority ethnic (BAME) people - and people from other groups - experience clear disparities in COVID-19 health outcomes.
- 2.3. New evidence continues to emerge about the nature and extent of this impact. In view of this, the Council has maintained a dynamic equality impact assessment of COVID-19 throughout the pandemic, to inform decision-making.

2.4. In total, the assessment has identified over 105 equality impacts. Work has been ongoing to address these impacts, to ensure that Norfolk's recovery and resilience efforts support the best possible outcomes for all communities.

2.5. Looking ahead, the impact of COVID-19 on equality, diversity and inclusion will be significant. This is for four reasons:

- a) The importance of implementing a robust response to the impact on all vulnerable groups. The Council will be working to review the PHE report, *Beyond the data: Understanding the impact of COVID-19 on BAME groups*, to consider how best to address the recommendations, particularly regarding the need to listen to BAME voices and oversee recovery strategies that seek to actively reduce inequalities. Our staff advisory group will also review disparities for other people, such as people with learning disabilities.
- b) Existing inequalities are likely to deepen and some people may become even more marginalised. People with multiple impairments may face the most challenges.
- c) The stress on everyone is a major trigger for mental health issues.
- d) The Council has been required to suddenly shift to a new (remote) model of working. There are many benefits of this - it has the potential to significantly enhance accessibility for disabled and other people - but inevitably, in the short term, there are a range of issues to be worked through.

2.6. Cabinet is requested to review and consider the latest version of the COVID-19 equality impact assessment (which it last reviewed on 11 May 2020), attached at Appendix C, and to reconfirm that this impact assessment should continue to inform decision-making across the Council where appropriate, to ensure that the resilience and recovery effort is as accessible and inclusive as possible.

### **3. Progress against the equality, diversity and inclusion objectives for 2020/2023**

3.1. There are five objectives for 2020-2023, supported by 28 key activity areas; this includes the actions agreed by Full Council on 20 July 2020. An update on progress is set out in Appendix B. Key highlights are as follows:-

- The scope of the **whole Council review of unconscious and structural bias** is underway.
- Work has taken place to support Black History Month 2020. Around 95 per cent of the planned programme of activities will be delivered virtually.
- Work has begun with Black, Asian and minority ethnic (BAME) residents to consider how to ensure that **museum displays promote positive imagery of BAME history** and how to ensure that objects are displayed and interpreted in an appropriate way.
- A media campaign has been developed to refresh the **Stop Hate in Norfolk Protocol**, and was launched on 5 October 2020. Stop Hate in Norfolk is a

message of unity to encourage everyone to stand together to tackle hate incidents. The campaign will encourage people to report hate incidents, to keep themselves and their local community safe, particularly people with care and support needs.

- **Training for staff and Members** on unconscious bias is being developed. The Cabinet has received and discussed initial proposals for training. Training on white privilege and racism is also being developed, working with BAME colleagues, service users and race equality experts.
- The Council has also engaged its **workforce** in identifying **barriers to equality and shaping approaches to issues**. This has resulted in the establishment of a series of Advisory Networks focussed on specific topics. Initially networks are being set up for Race, LGBT+, Disability and Mental Health and Carers, but this is likely to increase to cover other issues. The Networks will be self-directed, and be supported by an Executive Director Sponsor. The purpose of the networks will be to give ideas, suggestions and advice to help shape future inclusion work across the workforce. Each Advisory Network will select a chair and that person will then also sit on a Strategic Action Group. The Head of Paid Service will chair the Strategic Action Group and it will consider ideas and suggestions from the Advisory groups.

#### **4. Impact of the proposals**

- 4.1. 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.

#### **5. Evidence and reasons for decision**

- 5.1. As set out in this report.

#### **6. Alternative options**

- 6.1. The equality, diversity and inclusion objectives for 2020-23 and the associated key activity areas were agreed by Cabinet in December 2019. Cabinet could decide to change, add or delete an objective or key activity area. This would need to be balanced against the need for the Council to comply with the requirements of the Equality Act 2010.
- 6.2. For the actions relating to the motion agreed by Full Council in July 2020, it would be for Full Council to consider any change, addition or deletion in relation to these specific agreed actions.

#### **7. Financial implications**

- 7.1. The actions within this report can be delivered within the existing budget.

## 8. Other implications

8.1. **Staffing implications** – there is a need to secure additional resource and expertise to ensure that all of the actions agreed can be progressed. Work is underway to address this from within available budgets. Officers have already engaged with a number of independent experts to help progress and develop some actions.

8.2. **Legal implications** – 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.

The Act requires authorities to publish equality objectives and report annually on progress each year. This report is the annual progress update.

8.3. **Human rights implications** – no human rights issues identified.

### 8.4. Equality Impact Assessment (EqIA)

8.4.1. 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.

8.4.2. 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.

8.4.3. 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.

8.4.4. For information, data and intelligence about Norfolk and its communities, see [www.norfolkinsight.org.uk](http://www.norfolkinsight.org.uk)

8.4.5. **Health and safety implications** – none identified.

8.4.6. **Sustainability implications** – none identified.

## 9. Risk implications/assessment

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

## 10. Select Committee comments

- 10.1. N/A

## 11. Recommendation

1. To review and consider the progress made against the Council's Equality, Diversity and Inclusion Objectives 2020-2023 and the actions set out in the Motion agreed by Full Council on 20 July 2020.
2. To review and consider the latest version of the COVID-19 equality impact assessment (last reviewed by Cabinet on 11 May 2020), which summarises the impact of COVID-19 on people with protected characteristics (see Appendix C).
3. Agree that the COVID-19 equality impact assessment should continue to inform decision-making across the Council wherever appropriate, to ensure that the Council's resilience and recovery effort is accessible and inclusive.

## 12. Background papers

- 12.1. [Report to December 2019 Cabinet - Progress on the Council's Equality, Diversity & Inclusion Objectives 2017-2020](#)
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### Officer Contact

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## Appendix A

### Full motion:

Council is committed to tackling discrimination and prejudice in all of its forms and recognises our responsibility to lead by example. Council affirms its commitment to continue work to address disadvantage, promote equality and eradicate racism.

In particular Council welcomes the spotlight that the Black Lives Matter campaign has shone on racism. We recognise our role and responsibility, as councillors and Norfolk County Council as a whole, to tackle racism locally, nationally and internationally.

### Council notes:

Cabinet agreed on 6 July to Social Value in Procurement alongside the requirements of the Social Value Act and the public sector equality duty requiring public bodies to have due regard to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their duties.

In December 2019 Cabinet agreed to conduct a review of how the Council works and communicates as an organisation in order to identify any unconscious or structural bias in the system.

In moving this work forwards Council resolves

- To Challenge racism through our actions, how we communicate and how we treat those who use services we provide
- To develop a training package on unconscious/structural bias, to equip elected members and staff with the tools to challenge all forms of prejudice and discrimination.
- To incorporate learning and development on white privilege and racism as part of engaging all staff and elected members
- Ask the Corporate Select Committee to undertake a systematic review of Norfolk County Council assets and links to ensure we are not unwittingly endorsing racist views
- To review progress on the work set out in the Council's equality, diversity and inclusion objectives for 2020/23 with a report back to a full Council meeting before the end of 2020.
- Promotion of the Stop Hate in Norfolk campaign
- Request the cabinet member for communities initiate a project to identify those from diverse backgrounds who have contributed to Norfolk and act as exemplary role-models for today, together with ways they can be celebrated. This will be particularly important during Black History Month and beyond to embed as 'business as usual'.

**Progress against Equality, Diversity and Inclusion Objectives 2020-2023:**

- Objective 1:** Role model an organisational culture that respects and values difference across our county and in our workforce.
- Objective 2:** Promote inclusive design and accessibility for disabled people in Norfolk and remove barriers to independence.
- Objective 3:** Strengthen hate incident recording and reporting protocols and better integrate these within safeguarding practice, to safeguard people in Norfolk from hate incidents.
- Objective 4:** Develop NCC's reputation as an employer that values difference, attracting and recruiting colleagues from a diverse range of backgrounds for the value they can bring to our organisation.
- Objective 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.

**Objective 1: Role model an organisational culture that respects and values difference across our county and in our workforce.**

ID	Actions	What does success look like?	Current position	Lead	Target date
1	Continue to engage diverse voices in <i>Together, for Norfolk's</i> ambition for economic growth, managed development and a better future for all, to ensure that it reflects the aspirations of everyone.	<i>Together for Norfolk</i> actively engages all communities, and listens to all diverse voices	The priority over the last six months has been to ensure that residents who experience barriers to accessing information and services, eg people who are D/deaf or blind, who have learning disabilities, are Gypsies, Roma or Travellers, people whose first language is not English or who have no recourse to public funds can engage with the Council to access essential public health information and services to keep safe during the COVID-19 pandemic.  Engagement with BAME-led organisations has identified opportunities for enhancing communications, and these are being addressed.	Lead: Assistant Director of Strategy & Governance (Communications)	Ongoing

ID	Actions	What does success look like?	Current position	Lead	Target date
2	Implement Norfolk Fire and Rescue's EDI improvement plan and associated actions in accordance with agreed timescales.	The plan is delivered in accordance with agreed targets and outcomes	<p>The Chief Fire Officer is leading the review of unconscious bias. Norfolk Fire and Rescue Service is chairing a new Equality, Diversity and Inclusion Forum for the Eastern Region.</p> <p>Work has commenced to conduct a dynamic equality impact assessment of workforce selection and recruitment, and promotion and progression. This will include considering the design and marketing of recruitment materials and impact of virtual technology for candidates. The EqIA will be reviewed and developed annually, to include an analysis of why candidates with different backgrounds withdraw or do not pass assessments. Analysis results will be used to identify barriers, adjust policies and procedures and inform actions to increase workforce diversity.</p> <p>Analysis is also taking place of potentially vulnerable groups most impacted by fire risk, to support ongoing development of the Integrated Risk Management Plan.</p>	Lead: Chief Fire Officer	31 March 2021
3	Monitor implementation of the Period Poverty initiative, reporting to Cabinet on the take up of this programme and any changes that should be made.	The impact of period poverty in Norfolk is mitigated.	Many council buildings are currently closed, so liaison is taking place with food banks to identify if there are any shortages of sanitary products. If so, Cabinet will be updated.	Lead: Director of Property	Ongoing

ID	Actions	What does success look like?	Current position	Lead	Target date
4	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.	People from diverse communities can access and participate in consultation and engagement initiatives and use the materials provided - whether corporate initiatives (such as the budget consultation) or departmental (such as engagement mechanisms/boards for children and young people).	Work is taking place to prepare for the Council's annual budget consultation. Careful consideration is being given to advice and challenge received from different diverse communities, to ensure that the Council maximises opportunities for everyone to have their say on how the Council targets its resources. A particular focus is on promoting accessibility for people with learning disabilities.	Lead: Assistant Director of Strategy & Governance (Communications)	Ongoing
5	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.	Elected members and staff are confident that they understand Autism and how best to promote inclusion for people with Autism.	Autism Awareness e-learning and equalities and inclusion training has been prepared and implemented.	Lead: Director for People	31 March 2021
6	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.	We have a clear set of data, together with insights from employee survey and inclusion networks	Basic set of workforce data developed - developing this and monitoring will form part of the work of the Advisory Network	Lead: Director for People	31 March 2021

ID	Actions	What does success look like?	Current position	Lead	Target date
7	Invite young people to provide challenge to the Council on progress on equality, diversity and inclusion	Ensure that the Council has opportunities to hear directly from young people about the issues they feel are most relevant to Norfolk today.	Work will commence to progress this action in due course.	Lead: Assistant Director of Strategy & Governance (Communications)	31 March 2023
8	Explore options for ensuring that business information systems incorporate appropriate options for gender honorifics.	Norfolk County Council is compliant with the law and respects the gender diversity of residents and staff.	Work will commence to progress this action in due course.	To be confirmed	31 March 2023

## Objective 2: Promote inclusive design and accessibility for disabled people in Norfolk and remove barriers to independence

ID	Actions	What does success look like?	Current position	Lead	Target date
9	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 and communities.	Norfolk's people and communities can easily engage with the County Council.	<p>Work to develop the Customer Services Strategy is underway, and the draft strategy will be brought to Cabinet for consideration in due course.</p> <p>From 23 September 2020, public sector organisations have had a new accessibility duty for public websites. Significant work has been undertaken to meet the new regulations, including engagement with disability groups. There is a clear commitment to continue to develop and respond to the requirements, published in the Council's <a href="#">Accessibility Statement</a>.</p>	Lead: Director of Community, Information and Learning	31 March 2021
10	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 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	Our public services and workforce environment can be accessed, understood and used to the greatest extent possible by all people regardless of their ability or disability.	COVID-19 has triggered a sudden shift to remote working. This offers significant potential to enhance accessibility for disabled people and others, for example people with caring responsibilities, but there are a range of accessible adjustments to make to address technological issues. This work is underway to ensure that every opportunity is undertaken to maximise accessibility for disabled people, and people with other protected characteristics.	Co-Leads: Director of Property & Director of IMT & Chief Digital Officer	31 March 2021

ID	Actions	What does success look like?	Current position	Lead	Target date
	buildings to inform ongoing development of access statements for the Council's assets.				
11	Deliver the Accessibility Strategy for Schools 2019/2021 in accordance with agreed timelines.	Strategy delivered in accordance with agreed targets and outcomes.	The strategy is being delivered. There has been slippage in meeting some targets due to changes to staffing structures, but all actions should be delivered by the end date of March 2021.	Lead: Assistant Director Principal, Inclusion and Opportunity	31 March 2021
12	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.	Norfolk County Council maintains a clear understanding of the key barriers to disabled people's independence in Norfolk.	Chairs of disability access groups have identified the key barriers to independence for disabled people in Norfolk. This now needs to be tested with all disability groups across the county. This work will be carried out in 2021.	Lead: Assistant Director Performance and Governance	31 March 2022
13	Norfolk County Council is currently ranked 1st out of 28 county councils that participated in the National Highways and Transport survey 2019. 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	Opportunities identified (if possible) to increase access for disabled people	Work will commence in due course to identify opportunities for improvement	Lead: Director of Highways & Waste	31 March 2022

ID	Actions	What does success look like?	Current position	Lead	Target date
	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.				
14	Continue to lead digital inclusion for disabled people and other vulnerable groups across business transformation in Norfolk.	Digital inclusion for all in Norfolk	The Council's Digital Inclusion Strategy was agreed on 6 March 2018. Progress on the strategy is being reported through Cabinet.	Director of IMT & Chief Digital Officer	Ongoing

**Objective 3: Strengthen hate incident recording and reporting protocols and better integrate these within safeguarding practice, to safeguard people in Norfolk from hate incidents.**

ID	Actions	What does success look like?	Current position	Lead	Target date
15	Continue implementation of and promote the Stop Hate in Norfolk Protocol and campaign, addressing gaps identified in monitoring over the last 18 months.	Norfolk County Council understands the level of hate incidents in Norfolk and trends/hotspots, so that it can work effectively with other agencies to respond appropriately and keep people as safe as possible. The maximum possible number of local organisations agree to adopt the protocol.	<p>A media campaign to refresh and relaunch the Stop Hate in Norfolk Protocol has been developed and was launched on 5 October 2020.</p> <p>The campaign will encourage all local authorities in the county to sign up to the Stop Hate in Norfolk Protocol, and for people to report any hate incidents, to keep themselves and communities safe.</p> <p>As part of this campaign, the Council has written to public, private and voluntary organisations in Norfolk, urging them to join initiative.</p>	Lead: Assistant Director Performance and Governance	31 March 2021

**Objective 4: Develop NCC's reputation as an employer that values difference, attracting and recruiting colleagues from a diverse range of background for the value they can bring to our organisation.**

ID	Actions	What does success look like?	Current position	Lead	Target date
16	Review and refresh our recruitment and marketing package to ensure we attract and recruit new colleagues from a diverse range of backgrounds.	Increase in the number of applications received from groups that are typically under-represented, particularly for senior roles. The proportion progressing through the recruitment process reflects the progression of under-represented groups	<p>This will be carried out in collaboration with the Council's new staff Advisory Networks.</p> <p>The staff Advisory Networks have been established.</p>	Lead: Director for People	31 March 2021

ID	Actions	What does success look like?	Current position	Lead	Target date
17	Explore adoption of Inclusive Employers, an employers' benchmarking tool on accessibility, and test ourselves against the standard in 2020/21	Enhance understanding of how the Council performs on equality, compared to others	Self-assessment toolkit developed - based on a maturity model, this will enable the Council to assess itself, by working with the Advisory Networks	Lead: Director for People	31 March 2022
18	Explore adoption of the Government's Race at Work Charter, which gives organisations a clear set of actions to work towards in helping to create equality of opportunity for ethnic minority employees at work.	Enhance understanding of how the Council performs on race equality, compared to others	This will be carried out as part of the self-assessment process	Lead: Director for People	31 March 2022

**Objective 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.**

ID	Actions	What does success look like?	Current position	Lead	Target date
19	Ensure the values of equality, diversity and inclusion are included in the new management and leadership development offer at all appropriate opportunities	Our training offer provides new managers with a clear understanding of a wide range of inclusion issues and equips them with the tools they need to promote diversity and ensure that team members feel that their	Review of current training offer carried out with internal and external stakeholders. Understanding Racism training programme developed and first pilot session held.	Lead: Director for People	31 March 2021

ID	Actions	What does success look like?	Current position	Lead	Target date
		differences are truly valued.			
20	Embed flexibility into key processes to ensure managers can adapt them to individual needs e.g. induction.	TBC	<p>Our dynamic equality impact assessment for COVID-19 identified in April that BAME people may be more impacted than other groups, and Cabinet has maintained a watching brief on this issue.</p> <p>We identified the need to provide specific advice to managers prior to the publication of the PHE report. We asked managers to consider any additional help and support BAME colleagues may need, for example, ensuring that colleagues are following the most up to date guidance, managing activities to further limit contact with others etc.</p> <p>The report recommends that 'culturally competent risk assessment tools' are developed based on PHE guidance to assist managers to clarify on what basis a manager should decide if a BAME member of staff may need to change their role.</p> <p>Review of induction processes and all other policies and procedures will be carried out as part of the self assessment</p>	Lead: Director for People	31 March 2021
21	Continue to develop our communication and promotional plan to support embedding the revised Equality, Diversity and Inclusion Policy.	A clear communication plan that informs colleagues, members and the community about our EDI strategy and plans. The communication plan will also celebrate diversity and ensure	Draft communication plan developed, with specific plans for certain events such as National Inclusion week	Lead: Director for People	31 March 2021

ID	Actions	What does success look like?	Current position	Lead	Target date
		that the benefits of an inclusive culture and the values and behaviours that we expect are clear			
22	Implement Networks and Groups which are supported and empowered to ensure real life experiences of colleagues are understood and built into our ongoing action plans	Groups in place, terms of reference agreed and clear structures in place to ensure that networks are supported, network members feel empowered and that their views are valued	Groups were launched September 2020.	Lead: Director for People	31 March 2021
23	Talk to our diverse communities about how they view the Council as an employer and address any issues or barriers.	Ensure that the Council has opportunities to hear directly from communities about how they view the Council as an employer to enable any barriers to be addressed.	Work will commence to progress this action in due course.	To be confirmed	31 March 2023

**Priorities agreed by Full Council in the Motion on Equality, Diversity and Inclusion on 20 July 2020.**

ID	Actions	What does success look like?	Current position	Lead	Target date
24	Challenge racism through our actions, how we communicate and how we treat those who use services we provide	The Council actively and consciously seeks to address the multidimensional aspects of racism. Elected members and staff take personal accountability and	The Council is developing a suite of actions to tackle racism and promote race equality. This includes training (on both unconscious bias, race equality and white privilege, which Full Council specifically requested), and the review of unconscious bias.  In addition to this, the Council is working with three independent race equality experts, who are providing	Lead: Head of Paid Service	On-going

ID	Actions	What does success look like?	Current position	Lead	Target date
		action for tackling racism.	<p>objective challenge and an external perspective, to support the Council's work in this area.</p> <p>The Cabinet met with two of the independent race equality experts on 22 September 2020, as part of a wider discussion on unconscious bias.</p>		
25	Develop a training package on unconscious/structural bias, to equip elected members and staff with the tools to challenge unconscious and structural bias. This training was due to be launched earlier this year but was delayed by COVID-19.	Elected members and staff are confident that they understand their own biases, how these may be impacting and how to address this.	<p>Cabinet met with two of the Council's independent advisors on race and disability equality on 22 September 2020.</p> <p>On 22 September, the Cabinet and Corporate Board reviewed 1.5 hours of training material and provided comments and feedback on the key issues covered.</p> <p>Work is underway to shape the training further, to enable implementation of the final version.</p>	Lead: Director for People	31 March 2021
26	Initiate a project to identify those from diverse backgrounds who have contributed to Norfolk and act as exemplary role-models for today, together with ways they can be celebrated. This will be particularly important during Black History Month and beyond to embed as 'business as usual'.	People in Norfolk (and particularly young people) have an opportunity to learn about the achievements of Black men and women in science, the arts, politics, education and academia.	<p>Work has taken place to support Norfolk's Black History Month 2020.</p> <p>The Council has supported a project to promote exemplary role models, so that young people in Norfolk have an opportunity to learn about the achievements of Black men and women in science, politics, education and academia.</p> <p>Work has also begun with Black, Asian and minority ethnic service users (BAME) to consider how to ensure that museum displays promote positive imagery of BAME history and how to ensure that objects are displayed and interpreted in an appropriate way.</p>	Co Leads: Assistant Director Performance and Governance; Director, Culture and Heritage	31 March 2021

ID	Actions	What does success look like?	Current position	Lead	Target date
27	Corporate Select Committee to undertake a systematic review of Norfolk County Council assets and links to ensure the Council is not unwittingly endorsing racist views	The Council ensures that it is not unwittingly endorsing racist views.	A draft scope is being developed and will be brought to Corporate Select Committee by 27 January 2021.	Lead: Director of Property, in consultation with the Director of Culture and Heritage	27 January 2021
28	Continue implementation of and promote the Stop Hate in Norfolk Protocol and campaign, addressing gaps identified in monitoring over the last 18 months.	Norfolk County Council understands the level of hate incidents in Norfolk and trends/hotspots, so that it can work effectively with other agencies to respond appropriately and keep people as safe as possible. The maximum possible number of local organisations agree to adopt the protocol.	<p>A media campaign to refresh and relaunch the Stop Hate in Norfolk Protocol has been developed and was launched on 5 October 2020.</p> <p>The campaign will encourage all local authorities in the county to sign up to the Stop Hate in Norfolk Protocol, and for people to report any hate incidents, to keep themselves and communities safe.</p> <p>As part of this campaign, the Council has written to public, private and voluntary organisations in Norfolk, urging them to join initiative.</p>	Lead: Assistant Director Performance and Governance	31 March 2021