

## Equality, Diversity and Inclusion Strategy – Progress Review

Objective 1: INCLUDE – Listen and involve all voices					
1a We will promote inclusive opportunities for two-way conversations					
Key Actions	Target Date	Expected Outcome	Data Source and Evaluation methodology	Lead responsibility	Progress
Develop our network of equality champions both internal and external to the council, as advocates and promoters of equality and inclusion	Ongoing	<p>Opportunities for inclusive two-way conversations grow</p> <p>Policies and strategies are cocreated</p> <p>Staff Groups represented at the EDI Board</p>	<p>HR to provide number of equality champions</p> <p>Stakeholder list of external equality champions to be developed</p>	<p>Policy and Change</p> <p>Individual network group members</p>	<p><b>Achieved</b></p> <p>Membership of staff network groups has reached just under 200 officers, which is an increase over the period of the strategy.</p> <p>The Equality champions network has been refreshed and have agreed a terms of reference and annual training plan.</p> <p>Staff network updates are a standing agenda item on the EDI Board.</p> <p>Young employers’ and veterans’ networks are now established.</p> <p>External equality contacts have been collated and are now included within the equality impact assessment toolkit.</p>

<p>Commit to sharing and presenting information in appropriate and accessible formats.</p>	<p>Ongoing</p>	<p>Documentation and other published material is suitable for the audiences which are accessing it.</p>		<p>Web team &amp; EDI officer to monitor publications online and check all documentation is accessibility checked.</p>	<p><b><u>Partially achieved</u></b></p> <p>The Web team continues to check documents that they are asked to upload and applications that they are asked to link to, for accessibility and whether we think it is usable.</p> <p>More staff are aware of how they can check accessibility for themselves in Office products.</p>
<p>Work collaboratively with voluntary, community and faith organisations to share key messages and opportunities for engagement.</p>	<p>Ongoing</p>	<p>Collaborative activities and communications are developed and promoted where appropriate.</p>	<p>Agreed list of awareness days and events will be used.</p>	<p>Communities team.  Communications team.  Policy and Change</p>	<p><b><u>Achieved</u></b></p> <p>Coproduction of services with the involvement of universal groups and groups with protected characteristics is being undertaken. The Communities team engages with VCFSE providers on matters of interest with minority groups such as asylum seekers, refugees, migrant populations.</p> <p>Consultation and Engagement toolkit supports and enables increased involvement and collaboration across services and community groups.</p> <p>Awareness days are planned in advance and staff network groups support those days which are relevant to each group.</p> <p>Engaging with many VCSFE groups on the development of Family Hubs – including having a representative from Wishing Well on the comms and engagement group. We worked with a range of groups to highlight Voter ID</p>

					<p>requirements, this included Age UK, a number of organisations and groups via the communities team, including groups representing Gypsy, Roma and Travellers, trans and non-binary people, and, via our housing team, people experiencing homelessness. We have maintained links with various faith and cultural groups to promote public health campaigns, including COVID and more recently childhood vaccinations. We have also shared messages on WarmPlaCEs and cost of living support with a range of community groups – many of which also supported and shared information about Homes for Ukraine - we engaged various stakeholders including TPCs and community groups with a Homes for Ukraine Stakeholder e-newsletter.</p>
--	--	--	--	--	---

<b>1b We will seek to listen in order to understand</b>					
Expand our opportunities and methods of engaging with residents, partners and stakeholders to ensure that we are proactive and inclusive.	Ongoing	<p>To ensure that all residents can engage with the council.</p> <p>To support digital inclusion.</p> <p>To understand barriers preventing effective engagement and working to remove them.</p>	<p>Consultation and Engagement data will be used to evidence an increase in the involvement of underrepresented groups.</p>	<p>Communities Team</p> <p>Policy and Change</p>	<p><b><u>Achieved</u></b></p> <p>Following the creation of a cross council group, a consultation and engagement toolkit has been drafted and now informs consultation and engagement development. This has been made available on the Centranet. An equality impact assessment toolkit has also been made available to support improved equalities assessment of change.</p> <p>The Customer Experience strategy is being redesigned and will include EDI objectives.</p> <p>Regular meetings with CHALC are being held to ensure that material is widely distributed.</p>
Know our audience and communities through robust and up to date stakeholder mapping and management	July 2022	<p>The veteran community will have up to date information on where local support is available:</p> <p>Support mental health</p> <p>Safe place for veterans</p> <p>Volunteering opportunities -</p> <p>Bring the community together</p> <p>Create a charity network</p> <p>Public awareness around our veteran community -</p> <p>Services working together</p> <p>Family fun days</p>	<p>The Communities team will capture both quantitative and qualitative feedback directly from people attending events.</p>	Communities team	<p><b><u>Partially achieved</u></b></p> <p>Following analysis of a recent CVS study, a need was identified for local services for veterans. The team liaised with veteran charities and are working towards establishing a veterans hub in Cheshire East. Suitable premises have been identified in Crewe. This facility will offer services to the veteran community.</p> <p>Lots of work around veterans including the Council working towards the MoD Armed Forces Gold Award which will require various policy</p>

		Veterans into employment Training opportunities			changes. 2023-Armed Forces Day now planned and being advertised.  Stakeholder mapping to be completed and maintained for all community groups promoting equality, diversity, and inclusion.
Use and consider information including data and intelligence to inform our thinking and action	Ongoing	Develop an EDI scorecard to monitor performance and diversity across services.  The scorecard will ensure: -  The organisation understands the effects of employment policy and practice on its workforce.  The organisation has sufficient information about staff to inform robust equality analysis.  The workforce profile is updated regularly.  Data is looked at organisationally and service by service.	Unit 4 ERP system	Business Intelligence team	<b><u>Partially achieved</u></b>  An initial staff EDI profile has been developed.  Further work needs to be undertaken to gather staff information in relation to age (or DOB to allow calculation), gender reassignment and pregnant (not maternity). These areas are not currently included in HR reporting.  Further work requires progressing in relation to understanding our communities and understanding how we may best tackle inequalities.

	<p>It is possible to analyse data by all of the protected characteristics. The organisation has gathered and published information and data on the profile of its communities and the extent of inequality and disadvantage.</p> <p>Plans are in place to collect, share and use equality information with partners.</p> <p>A comprehensive set of information about local communities/protected characteristics needs and outcomes is regularly updated and published and used to identify priorities for the local area.</p>			
--	--	--	--	--

<b>Objective 2: INSPIRE – Celebrate and promote our diversity and the positive opportunity it brings</b>					
<b>2a. We will promote local events and activities that seek to reduce isolation, raise awareness and encourage participation</b>					
Develop a communication and engagement plan to identify key events and activities that the Council will promote and support each year.	Annual calendar to be agreed.	Residents and staff receive communications around awareness days and associated activities.  Improved understanding and awareness.  Diversity and inclusivity promoted in the workplace.	Approved version of the Awareness Days list.  Events plans cocreated for agreed events.	Policy and Change  Equality Champions	<b><u>Achieved</u></b>  A 2023 list has been produced and has been shared with Directorate boards, staff networks, champions and communications team to agree a final list and to take ownership of days which are relevant to each directorate and staff network.
Support and promote community action and cooperation across our partnerships to improve cohesion	Ongoing	There is an increase in the involvement of underrepresented groups.  There are a range of innovative approaches to involving communities and arrangements are made to meet specific or individual needs.  Vulnerable people/ communities are participating including the hardest to reach in the community.	Explore how the Census 2021 data can be used within the council to inform action and design – updated profiles and increased.	Communities team  Business Intelligence team	<b><u>Achieved</u></b>  The Communities team now have a bespoke team that work with minority groups. The Cohesion team primarily support migrant populations and veterans but this work is being expanded.  Cheshire East Council will participate in the Cheshire Equality Leads Forum to work effectively with partners.  Ward profiles have been made available and shared to provide current data on communities across the borough.  A stakeholder database is in initial design stages, with the goal of creating a repository of groups

		<p>There is evidence that mainstream engagement mechanisms are increasingly involving previously underrepresented groups.</p> <p>Communities are encouraged or supported to influence or make decisions.</p>			<p>who represent seldom heard or vulnerable to enable participation in decision making activities.</p>
<p>Support our staff through Peer Networks and events</p>	<p>Ongoing</p>	<p>Continued development of the Peer Networks and their role.</p> <p>Ensure that policies and strategies are co-created with the Peer Networks.</p>	<p>Evidence that publications reflect our commitment to equality, diversity and inclusion.</p> <p>To be audited within the annual equality report.</p>	<p>Policy and Change</p>	<p><b><u>Partially achieved</u></b></p> <p>Staff network groups now play a critical role in the assessment and review of policies and are engaged with in advance of any consultation. This early engagement ensures that any policies are co-produced and consider equalities at the outset.</p> <p>Further revised arrangements will be implemented during 2023/24.</p>



<b>2b. We will proactively take action to ensure our workforce is diverse and representative of the communities we serve</b>					
Apply fair recruitment and selection procedures	Ongoing	Ensure that applicants can see their lived experiences amongst others in the workforce	Equality profiles of applicants and new starters	Workforce development  Organisational development	<p><b><u>Partially achieved</u></b></p> <p>The organisation has revised its previous guaranteed interview scheme to the newer disability confident scheme standard. As part of this more detailed guidance on the application of the scheme has been produced to ensure it is applied correctly and consistently.</p> <p>Equality and Diversity data can now be collected via Unit4. Recent communication has been undertaken to encourage completion of this data to provide the Council with an opportunity to understand the profile of the workforce.</p> <p>The Workforce Strategy is being implemented, which includes a key priority around “Inclusive Workforce” and actions to ensure that everyone has a voice. A Gender Pay Gap Action Plan is in place. EDI e-learning training is mandatory for all staff. New staff feedback groups are active on a regular basis.</p> <p>The Council is progressing Disability Confident accreditation and therefore an audit of recruitment and selection of candidates with disabilities is underway.</p>

<p>Make reasonable adjustments to ensure the work environment and culture meets the needs of all our staff</p>	<p>To be in place for any return to office</p>	<p>Register for the Sunflower lanyard recognition scheme:</p> <p>Staff with hidden disabilities will feel more comfortable at work</p> <p>All staff to be aware of what the scheme is and how to help</p> <p>Specialist training for customer facing staff</p> <p>Ensure that all staff have the correct equipment they need to enable them to do their jobs.</p> <p>Improvements have been made to the working environment.</p> <p>Reasonable Adjustments are provided in a timely fashion consistently across the organisation.</p> <p>Differently abled network to review reasonable</p>		<p>HR</p> <p>Differently Abled Network</p> <p>Equality Officer</p> <p>Workforce development</p> <p>Organisational development</p>	<p><b><u>Achieved</u></b></p> <p>The Sunflower lanyard scheme has been introduced and training is now available to support the scheme via learning lounge.</p> <p>The Council has registered as a member of the Sunflower Lanyard recognition Scheme to support people with hidden disabilities. The package purchased comes with posters and training materials and is designed to support both staff and visitors in council premises. It will be in place initially in libraries and customer service centres, and a communications launch is planned for late 2022.</p> <p>The Differently Abled staff network group can advise and support staff who may need additional resources to work effectively. All staff are encouraged to speak with their managers.</p> <p>The Differently Abled Group are reviewing guidance for workplace adjustments.</p> <p>The Hidden disability staff network group meet regularly and has a good level of membership.</p> <p>The group are now seeking accreditation to the Disability Confident Employer scheme.</p> <p>HR have agreed to audit how many applicants have completed a “disabled applicant pro forma”</p>
--	--	---	--	---	---

		adjustments guidance to inform policy development.			<p>and to review if there is any available data on the success or otherwise of disabled applicants. When applicants are invited to interview, they are asked in the invite email to let the hiring manager know if they require any adjustments to help them attend the interview. This is dealt with locally by the hiring manager.</p> <p>HR have agreed to review any evidence from jobs advertised around the success rate of disabled candidates seeking and gaining promotion.</p> <p>HR are looking to provide human resource managers with specific Disability Confident training</p> <p>Feedback from the Differently abled network group has been incorporated into the reasonable adjustments policy.</p> <p>The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it.</p>
Monitor and review employment practice and our policies and procedures that support them	Disability confident application to be submitted by 30/06/21	Achieve Disability Confident Employer (level 1) status by 2023 and Level 2 by 2025	Application via link.	HR  Differently Abled Network	<p><b><u>Partially achieved</u></b></p> <p>Application for Disability Confident Employer status is being progressed, with level 1 achieved.</p> <p>Level 2 evidence is being gathered and an application for level 2 will be made once this has been completed and checked.</p>

	Every PDR cycle	Ensure EDI is built into the PDR process to encourage staff to take responsibility for their EDI knowledge and training.		Organisational development	<p>OD wellbeing initiatives are promoted every week in the internal e-newsletter “team voice” with variety of activities, information and links along with a dedicated web pages for all staff to access.</p> <p>OD run the Managers Share and Support sessions and Time to Listen and Chat (TLC) calls twice a week.</p> <p>OD have supported International Men’s and International Women’s days, incorporating activities into our Wellbeing months.</p> <p>Learning Lounge offers 2 mandatory eLearning modules to support EDI strategy; Equality in the Workplace and Dignity at Work.</p> <p>Learning Lounge provides managers with a dashboard, where they can see who in their teams have completed training. Managers can then take ownership to encourage staff to complete the mandatory training and set this as an action on their PDR as required.</p> <p>Managers and staff are to discuss and comment on their wellbeing during the PDR conversation, to ensure support and action planning is embedded.</p> <p>The mandatory courses are being reviewed and it is being considered to set these to annually</p>
--	-----------------	--	--	----------------------------	---

					completion, where staff will be sent reminders when they need to re certify.
--	--	--	--	--	--

<b>Objective 3: INTEGRATE – Deliver and promote accessible services for all</b>					
<b>3a. We will ensure that we consider, communicate and consult with all people regardless of their protected characteristics when developing or changing our services</b>					
Undertake Equality Impact Assessments across all development and change activities including services we buy and commission	Ongoing	Policies, strategies and decisions being shaped and informed by equality impact assessments.	Increased number of EIAs.	All staff – with support from Policy and Change department	<p><b><u>Achieved</u></b></p> <p>The EIA template and guidance has been updated and is now accompanied by an Equality Impact Assessment Toolkit.</p> <p>A learning lounge training module has been developed and will now provide further guidance around how to complete an assessment.</p> <p>Further training is also being looked at to provide Equality Champions with a specific session on content and approach to completing Equality Impact Assessments.</p>
Provide training and guidance to ensure equality impact assessments are fully understood	2022/23	Create support package for Members to provide advice and guidance on EDI matters to ensure that members have a greater understanding and can challenge inequality appropriately.	Training outcomes.	<p>Member EDI Champion, supported by Democratic Services.</p> <p>Workforce Development.</p> <p>Policy and Change.</p>	<p><b><u>Partially achieved</u></b></p> <p>Members induction programme has been developed, which includes the 2 EDI mandatory modules. Equality Impact assessment training is being developed.</p>

					<p>Equality champions will be provided with equality impact assessment training to support their knowledge and to enable shared learning within the Council.</p> <p>Equality Impact Assessment training is being refined and will be available on Learning Lounge.</p>
<p>Publish all equality impact assessments to provide transparency, assurance and information on our decision making</p>	<p>Ongoing</p>	<p>There is senior level commitment to using and understanding equality analysis/ impact assessment to inform planning and decision making.</p> <p>The organisation's assessments are accessible, robust and meaningful. There is evidence that Members routinely take account of equality analysis/ impact assessment when making decisions.</p> <p>Decisions around budget cuts and savings have taken account of cumulative impact.</p> <p>The findings, recommendations and conclusions are shared</p>	<p>Details to be included in Annual Equality Report.</p>	<p>Policy and Change</p>	<p><b><u>Achieved</u></b> – ongoing action.</p> <p>Equality Impact Assessments are published on the council's website.</p>

		effectively to inform decisions and planning.  Mitigating actions are identified where appropriate			
--	--	--	--	--	--

<b>3b. We will ensure that all services we commission meet their obligations under the Equality Act</b>					
Engage and work with our local communities to co-produce and co design our local service offer and the design and delivery of major projects such as town centre regeneration schemes and improvements to local neighbourhoods	June 2023	The community and voluntary sector say that they are treated as equal partners by the Council.  The organisation achieves considerable social value from Its contracts		Commissioning Team  TOGETHER	<b><u>Achieved</u></b>  The following has been achieved in People’s services:  Commissioning handbook Standard specification Performance Management framework Social Value policy  This work is still embedded, next steps will be demonstrating the impact this has, and monitoring participation.
Require our suppliers to provide adequate and timely equality monitoring information	Ongoing	Local procurement is positively influencing the local economy  There is evidence of providers meeting the organisations equality objectives.	Contract Management data	Procurement	<b><u>Partially achieved</u></b>  Equality is a clause within all council contracts and standard terms and conditions available of CE website.  Tenders – discretionary exclusion from any tender if found to be in breach of any labour laws.

		Providers understand and can articulate a commitment to equality.			<p>Equality questions asked at supplier selection stage.</p> <p>Annual social value survey – questions asked about suppliers apprising their supply chain.</p> <p>New contract management system includes policies to be held centrally against the supplier and performance indicators added.</p>
Ensure that any venue we use or event we promote does not discriminate on the basis of an individual's protected characteristic				All	<p><b><u>Not yet achieved</u></b></p> <p>This action requires progressing</p>



<b>Objective 4: INFORM – Empower people to respectfully challenge discriminatory and poor behaviour</b>					
<b>4a We will take a zero-tolerance approach to discrimination, taking positive and immediate action where possible</b>					
Continue to reinforce and promote the Council’s values and behaviours to promote a positive and inclusive workplace culture.		Improved quality and availability of EDI training for Learning Lounge. Ensure all protected characteristics are adequately covered by training available.  All staff to take responsibility for their own learning to develop awareness and understanding of different peoples’ lived experiences.	Reports on uptake to be produced and inform annual report.  Increase number of EDI related training opportunities.	Staff Networks  Workforce development	<p><b><u>Partially achieved</u></b></p> <p>Several courses on learning lounge provide training on the protected characteristics: Equality in the workplace and Equality Act 2010.</p> <p>Basic Autism Awareness course, Accessible Information is available for staff to complete.</p> <p>Learning Lounge offers a good selection of eLearning and delivered courses around equality, diversity, inclusion and raising their own awareness: Course Completions Updated completions 1st Jan - 12th Dec 2023 Dignity at work 23 - 2449 completions, Equality in the workplace - 2916 completions, Equality Act - 121 completions, Acceptable Behaviour and Language Including Unconscious Bias - 4 seminars 47 attended, Helping Disabled Customers - 21 completions, Supporting Carers in the Workplace Introduction - 25 completions, Supporting Carers in the Workplace Line managers - 20 completions, Transgender Training - 38 completions, Unconscious bias - 123 completions, Mental Health Awareness - 2 seminars, 23 attended, Mental Health Awareness for managers - 2 seminars 25 attended, Mental Health Awareness - 205</p>

					<p>completions, HIV Awareness - 10 completions, Introduction to Bipolar - 0 completions, Pre-retirement training - 1 seminar 17 attended. Additional Courses added: Neurodiversity in the workplace - 111 completions, Acceptable Behaviour and Language (Including Unconscious Bias) for managers - 3 seminars 23 attended, Equality Impact Assessments - 14 completions, Practical Equalities - 1 seminar 9 attended, Zero Suicide Prevention - 6 completions, Sunflower Training Videos - 26 completions.</p> <p>A neuro-diversity e-learning module is also now available on Learning Lounge.</p> <p><u>What's planned:</u> All staff are now required to complete the Equality in the Workplace module on an annual basis and Dignity at Work will also be set as annual completion.</p> <p>Equality impact assessment training has been developed December 2023 and will be rolled out in the New Year.</p>
--	--	--	--	--	---

Provide access to clear and robust HR policies and procedures to support officers and managers when	Ongoing	Policies to be reviewed regularly to ensure that they are up to date. Reviews to be conducted in	Training provided via Learning Lounge	HR	<p><b><u>Achieved</u></b></p> <p>The following policies and procedures are currently under review, and will be launched in late 2024:</p>
---	---------	--	---------------------------------------	----	---

<p>challenging poor or unacceptable behaviour</p>		<p>collaboration with staff networks where relevant.</p> <p>Senior leaders in the organisation have stated their commitment to a diverse workforce and have made clear what is expected from staff when delivering services to the community.</p>			<ul style="list-style-type: none"> <li>• Dignity at Work Policy and Procedure</li> <li>• Disciplinary Policy and Procedure</li> <li>• Grievance Policy and Procedure</li> </ul> <p>In addition, the Code of Conduct (Officers) is also currently under review and the Equality in Employment Policy and Transitioning at Work Policy, both are due to be launched in 2024. Staff networks have been consulted on changes to the policies as part of the review process. The following mandatory e-Learning modules are available on the Learning Lounge to support the HR policies and procedures, and are updated in line with the policies:</p> <ul style="list-style-type: none"> <li>• Dignity at Work (all staff)</li> <li>• Disciplinary Procedure (managers)</li> <li>• Equality in the Workplace (all staff)</li> <li>• Grievance Policy and Procedure (managers)</li> </ul> <p>There are HR workshops for manager in respect of the Discipline, Grievance and Dignity at Work procedures.</p> <p>In addition, there are modules on Learning Lounge for</p> <ul style="list-style-type: none"> <li>• Acceptable Behaviour and Language (including unconscious bias)</li> <li>• Challenging Conversations/Conflict.</li> </ul>
---	--	---	--	--	---

<b>4b. We will work in partnership to keep people safe and connected</b>					
Contribute and collaborate with partners and stakeholders to tackle hate crime and promote hate crime reporting	Ongoing	To support the aim for no criminal offences to be committed against a person or property that is motivated by an offender's hatred of someone because of their: race, colour, ethnicity, nationality, ethnic origins, religion, gender or gender identity, sexual orientation or disability.	Hate Crimes reported through the "True Vision" website.	Communities team	<b>Achieved</b> – ongoing action  Connections have been established with housing been looking and developing a community tension monitoring report" which allows us to identify community tensions early and intervene. This includes Hate Crime statistics, this work is under development.
Take targeted action to educate, inform and challenge the stereotypes faced by our marginalised communities (e.g., migrants, Gypsy, Roma and Travellers)	By 2024  GRT Group to be launched in March 2022.	The wider community will benefit from the knowledge from this group and the positive relationship with the council.  To provide sustainable jobs and enhance skills within individuals whilst supporting our hard-to-reach communities.	Evaluation of actions to be considered.	Communities team	<b>Partially achieved</b>  We have supported 700 Ukrainians during 2022/23 and have supported over 400 Afghans over the last two years.  Our focus this year is how we can ensure we have a VCFSE sector that can respond to "integration needs" including additional support for Asylum Seekers for things like immigration support and advice. This also includes bespoke interventions around health protection (vaccine hesitancy/TB screening etc).

Promote and signpost to networks that provide advice and support to anyone impacted or experiencing discriminatory behaviour or action	Ongoing	Services are co-produced with service users wherever possible and service users can influence changes	Promotion through digital and nondigital channels.	Communities team  EDI Board	<b><u>Achieved</u></b>  We have a network of Connected Community place for local people to connect and gather information. We have plans in 2023/24 for these venues to become more culturally competent in terms of reaching out to various cohorts.
--	---------	---	--	-----------------------------------	---

<b>Objective 5: IMPACT – Support and deliver meaningful change</b>					
<b>5a. We will be open and transparent in publishing the progress of our Equality, Diversity and Inclusion objectives</b>					
Publish an annual report on Equality, Diversity and Inclusion at Cheshire East in the public domain	Annually	To have an oversight of Council performance in relation to equality, diversity and inclusion.	All EDI data	Policy and Change	<b><u>Not yet achieved</u></b>  To be completed this year.
Publish the Gender Pay Gap report in the public domain	Annually	There is evidence that the organisation is actively working on reducing its Gender Pay Gap.			<b><u>Achieved</u></b>  The Gender Pay Gap report was published in line with the regulations: <a href="#">Gender Pay Gap Report (2022/2023)</a>  The Gender Pay Gap action plan is a regular agenda item at the Council EDI Board.

					The Gender Pay Gap Report (2023-2024) will be published on, or around, 31 March 2024. This will be shared with the EDI Board in [January] 2024.
Ensure that evaluations for each event are available for publication.	Annually				<p><b><u>Partially Achieved</u></b></p> <p>An evaluation report has been completed for Crewe Pride 2022. Due to current economic conditions and remaining face-to-face meeting challenges, no other events have been undertaken by Cheshire East Council.</p>

<b>Objective 6 – Continuously improving equality, diversity and inclusion (additional actions identified to embed the objectives of the EDI strategy)</b>					
Review and refresh EDI board	2022/23	<p>EDI board has a clear role in delivering the EDI Strategy.</p> <p>EDI Board representation to reflect its delivery role.</p> <p>EDI strategy implemented with proper buy in and commitment at all levels</p>	<p>Demonstrated progress on delivering work plan priorities</p> <p>Increased attendance and participation at EDI board meetings</p>	EDI Officer and EDI Board chair	<p><b><u>Partially achieved</u></b></p> <p>A new chair is now in place and the board has been refreshed. This refresh takes into account the establishment of a new boards in each directorate within the Council, with the new members being nominated from each directorate board.</p> <p>As there is no EDI officer yet in place, the objective is only partially achieved.</p>

Review and refresh Directorate level EDI Boards	2022/23	Clear links achieved between directorates and EDI board.	Meetings happen quarterly and feeding back to EDI board	EDI Officer and EDI Board chair	<p><b><u>Partially achieved</u></b></p> <p>EDI boards have been established in each directorate and they meet on a regular basis.</p> <p>Issues and communication feed into and out of the directorate boards into the Council EDI board.</p> <p>The EDI Board receives regular updates from directorates and EDI Board members attend directorate meetings.</p>
Ensure appropriate access to CLT for staff network group as required.	Ongoing	Members of the network groups can request to meet with CLT to discuss their experiences and ideas for improvement.	Attendance at meetings is representative of staff network membership	Staff network members	<p><b><u>Not yet achieved</u></b></p> <p>As several CLT members are new to the organisation, they will be invited to attend the staff network groups as part of their induction. It may be appropriate to have a CLT lead member for each of the staff network groups.</p>