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## Equality Policy 2017-2019

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If you would like help to understand this document, or would like it in another format or language, please call the Equality Team on 01432 260216 or e-mail [diversity@herefordshire.gov.uk](mailto:diversity@herefordshire.gov.uk).

## **1. The purpose of this document**

This policy is designed to evidence our compliance with the Equality Act 2010. It demonstrates our commitment to equality and dignity, and our respect for human rights. This policy document draws together:

- a statement of our commitment to equality
- details of the legal requirements
- a description of Herefordshire's population in terms of its diversity
- the expectations that we have of our staff and elected members in terms of organisational values, culture and behaviour
- details of our six key equality principles
- our equality objectives

## 2. Our commitment to equality

We have both a moral and a statutory obligation to reflect the needs of our diverse population and workforce, and this is a requirement in everything we do, which includes:

- providing services
- purchasing and procuring services
- employing staff
- working in partnership with other organisations
- engaging with our communities

We recognise that all individuals should have equitable rights in relation to employment and services so that they can participate fully as citizens. We understand that social identity (eg. a person's race, nationality, gender, religion, sexual orientation) will impact on their life experiences. And we believe that promoting equality is essential for the creation of a cohesive society and for a strong economy.

We have therefore developed six **key equality principles** which are set out in this document. They are:

<b>Principle 1: Promote our values and acceptable standards of behaviour for members and employees ....</b>	<b>8</b>
<b>Principle 2: Make fair and equitable decisions.....</b>	<b>9</b>
<b>Principle 3: Recruit fairly and support our workforce.....</b>	<b>10</b>
<b>Principle 4: Make our services accessible .....</b>	<b>10</b>
<b>Principle 5: Understand the needs of the community that we serve.....</b>	<b>11</b>
<b>Principle 6: Provide tailored support to vulnerable groups.....</b>	<b>12</b>

For the duration of this policy, our three main priorities will be:

1. Accommodating Syrian refugees and unaccompanied asylum seeking children
2. Producing a Gypsy, Roma & Traveller (GRT) strategy
3. Improving our internal diversity monitoring

Detail about what we propose to achieve can be found in Section 6, "Equality Objectives".

Herefordshire Council takes its responsibilities under the Equality Act 2010 seriously, and we expect every staff member to bear personal responsibility and take ownership for their actions and decisions.



.....  
**Cllr A W Johnson**  
**Leader of Herefordshire Council**



.....  
**Alistair Neill**  
**Chief Executive**

### 3. The legal requirement

The Equality Act 2010 (the act) protects people from unlawful discrimination in the provision of services and public functions, employment, premises, education and associations. Its broad purpose is to integrate consideration of equality and good relations into the day-to-day business of public authorities.

The act brought into law the **public sector equality duty** which requires that, when exercising public functions, public service providers must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the act
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it
- Foster good relations between people who share a protected characteristic and people who do not share it

These are sometimes referred to as the three aims of the general equality duty. The act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

The equality duty covers the nine **protected characteristics**: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Public authorities also need to have due regard to the need to eliminate unlawful discrimination against someone because of their marriage or civil partnership status. This means that the first aim of the duty applies to this characteristic but that the other aims (advancing equality and fostering good relations) do not apply.

The general duty is supported by **specific duties**, set out in regulations which came into force in September 2011. The specific duties require public bodies to:

- publish information to show their compliance with the equality duty, at least annually
- set and publish equality objectives, at least every four years
- publish diversity data of their workforce annually (if more than 250 employees)

All information must be published in a way which makes it easy for people to access it.

Despite the Equal Pay Act 1970, women still earn less than men in Britain today. From April 2018 all organisations with more than 250 staff will have to publish information about **gender pay** (data collection will need to start in April 2017).

The Equality and Human Rights Commission is responsible for assessing compliance with the equality duty. It has powers to issue a compliance notice to a public body that it believes has failed to comply, and can apply to the courts for an order requiring compliance.

## 4. The local context

Below is just a summary of some key characteristics of the county of Herefordshire. Far more comprehensive information is available from several sources, most notably the council's "[Facts & Figures](#)" website.

<b>Population</b>	<ul style="list-style-type: none"><li>• The mid-2014 estimate of the county's usual resident population is 187,200.</li><li>• Projections from 2014 suggest that the total population will increase to 203,500 by 2031 (+9%) if recent demographic trends were to continue.</li></ul>
<b>Gender</b>	There are more females than males in Herefordshire (51% to 49%) and females outnumber males at almost all ages over 40. The difference is more evident in the late seventies – a result of the longer life expectancy of women.
<b>Race</b>	<ul style="list-style-type: none"><li>• In the 2011 Census, people of "White: Other" origin (that is, not "British; Irish; Gypsy or Irish Traveller") made up the largest single minority group in the county, at 3.9% of the population.</li><li>• Gypsy or Irish Travellers made up 0.2% of the county's population.</li><li>• The Black, Asian and Other Minority Ethnic (BAME) population in Herefordshire was recorded as 6.4% in the 2011 Census (compared to 19.5% across England and Wales as a whole).</li></ul>
<b>Age</b>	<ul style="list-style-type: none"><li>• Herefordshire has an older age structure than England and Wales, with people aged 65 and over constituting 23% of the county's population, in comparison with 17% nationally.</li><li>• The number of people aged 85+ in the county has increased by 43% (compared with 29% nationally), from 4,000 in 2001 to 5,900 in 2014. It also has a relatively high proportion of older people compared to its statistical neighbours (except for Shropshire).</li><li>• By 2031, there are projected to be roughly 50,300 65-84 year-olds (35% more than in 2014), whilst the number aged 85+ will almost double to 11,700.</li><li>• Hereford city has a much younger age profile, with relatively high proportions of young adults. 'Rural village and dispersed' areas have relatively more people of older working and early retirement age.</li><li>• The BAME population of Herefordshire has a younger age profile than the county's population as a whole: 77% of the BAME population is under 45 years old, compared to 50% of the total population.</li></ul>
<b>Sexual orientation</b>	Almost 300 people in Herefordshire are living in a registered same-sex civil partnership – the same proportion as nationally (0.2%) <sup>1</sup> .

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<sup>1</sup> 2011 Census

<b>Religion</b>	<p>In the 2011 Census:</p> <ul style="list-style-type: none"> <li>• As nationally, Christianity remained the largest religion in Herefordshire – although numbers had fallen since 2001 (from 79% of the population to 68%).</li> <li>• Unlike nationally, where Muslims were the second largest group, Buddhists remained the second largest religion in the county. The number of Muslims and Hindus had more than doubled since 2001.</li> <li>• The proportion reporting they have no religion increased from 13% to 23%, just slightly lower than the proportion nationally (25%).</li> </ul>
<b>Disability</b>	<ul style="list-style-type: none"> <li>• In the 2011 Census, 37,400 people (19%) said that they had some form of limiting long-term health problem or disability – a similar proportion to 2001 (18%), and similar to the national figure (18%).</li> <li>• Prevalence of long-term limiting conditions increases with age, and because of Herefordshire’s aging population structure, the largest number of people who have such a condition and are in bad/very bad health are aged 50-64 (2,000 people)<sup>2</sup>.</li> <li>• An estimated 2,600 people aged 18-64 in Herefordshire have a learning disability.</li> <li>• According to GP records, there were 1,403 children and young people presenting with mental health need (under-18’s in January 2013) and around 6,400 adults with a long-term mental health problem across Herefordshire practices in 12/13<sup>3</sup>.</li> </ul>
<b>Migration</b>	<ul style="list-style-type: none"> <li>• After being the main driver of Herefordshire’s population change up to 2004-05, net migration from elsewhere in the UK has been a much smaller component than migration from overseas in recent years. The actual flows (the number of people moving in and out), however, are still much greater between Herefordshire and the rest of the UK than overseas: over 6,000 a year in each direction.</li> <li>• Just over 5,000 residents in 2011 (2.8% of the population) were born in countries that joined the EU during the last decade - over half (3,000) in Poland.</li> <li>• In Herefordshire, Polish is the most commonly spoken language after English. Other common languages include Lithuanian, Slovak, Hungarian and Romanian.</li> <li>• In the 2011 Census, almost 1,700 households (2.1%) didn’t have any residents who spoke English as their main language, and another 160 only had a child (or children) who did – although this doesn’t mean that people in them were unable to speak English, just that it wasn’t their preferred language.</li> <li>• The number of children with a first language other than English (defined as children with “English as an additional language” (EAL)), has increased from 4.8% (1,070) of Herefordshire pupils in 2012, to 7.8% (1,804) in 2016.</li> </ul>

<sup>2</sup> Understanding Herefordshire: JSNA 2016 Summary Report

<sup>3</sup> Herefordshire CCG Mental Health Needs Assessment: December 2014

<p><b>Poverty and low income</b></p>	<ul style="list-style-type: none"> <li>• Although poverty is not a protected characteristic within the Equality Act, it can have an impact on the way in which the council delivers services.</li> <li>• The <a href="#">Index of Multiple Deprivation</a> is a combined measure of the individual determinants of health and quality of life that can be viewed at a ward level. The county has affluent areas where residents enjoy good health and wellbeing outcomes, alongside areas which rank amongst the most deprived in England where residents have significantly poorer outcomes.</li> <li>• In 2014 the median weekly earnings for people working in Herefordshire was £405.80 – lower than the West Midlands region (£479.10) and England (£523.30). Annualised earnings in the county were £21,160 (again lower than the West Midlands and England).</li> <li>• In 2015, 59.9% of children not in receipt of free school meals achieved 5+ A*-C GCSEs. This is in comparison to only 36.6% of children who are in receipt of free school meals.</li> <li>• At the end of 2015, 4.5% of Herefordshire 16-18 year olds were recorded as NEET (not in education, employment or training). Pupils with Special Educational Needs (SEN) and those eligible to free school meals (FSM) are both over-represented in the NEET cohort. Whereas 17% of the school population were SEN, 28% of the NEET cohort were SEN<sup>4</sup>. Similarly 8.4% of the current school population are eligible to free school meals but FSM pupils made up 30% of the NEET cohort.</li> </ul>
<p><b>Rural geography</b></p>	<ul style="list-style-type: none"> <li>• Although rurality is not a protected characteristic within the Equality Act, it can have an impact on the way in which the council delivers services. Rurality is seen as a barrier to accessible services as well as resulting in higher costs per head of population than urban areas to provide services.</li> <li>• Herefordshire is the fourth least densely populated area in England (86 persons per square kilometre).</li> </ul>

<sup>4</sup> Jan 2016. 16-18 characteristics taken from pupil Yr 11 record

## 5. Our key equality principles

### Principle 1: Promote our values and acceptable standards of behaviour for members and employees

Herefordshire Council's PEOPLE values are designed as a set of principles to shape our culture, guide the way we act, what we say and how we think, and aid us in making choices and decisions. They are:

<b>People:</b>	Treating people fairly, with compassion, respect and dignity
<b>Excellence:</b>	Striving for excellence, and the appropriate quality of service, care and life in Herefordshire
<b>Openness:</b>	Being open, transparent and accountable
<b>Partnership:</b>	Working in partnership and with all our diverse communities
<b>Listening:</b>	Actively listening to, understanding and taking into account people's views and needs
<b>Environment:</b>	Protecting and promoting our outstanding natural environment and heritage for the benefit of all

The values are included in both the constitution of the council, and the council's corporate plan. They also form part of the employee performance and development process. Councillors and employees are all required to sign up to a code of conduct which specifies that all members of the local community, customers, and other employees have a right to be treated with fairness and equity. In addition, a behaviour policy sets out our expected standards of behaviour.

Treating people fairly, and with respect and dignity includes:

- Not making assumptions
- Being patient and helpful
- Communicating clearly
- Being courteous and polite
- Respecting cultures and values different to our own
- Recognising and guarding against our own prejudices
- Using appropriate language
- Identifying and addressing discrimination

People who manage other employees within the organisation have further specific responsibilities. The following is a list of just some of their additional considerations.

<b>Amongst other duties, and at all times, our managers will seek to:</b>
<ul style="list-style-type: none"><li>• address any discriminatory, intimidating or unfair behaviour within their teams in a timely and constructive manner</li><li>• challenge stereotypes in the workplace</li><li>• act as a role model for others</li><li>• understand how to apply HR policies and processes, and apply them fairly</li><li>• communicate effectively with their team</li><li>• manage staff according to individual needs, rather than treating everybody the same</li><li>• provide all staff, regardless of their social identity or protected characteristics, equitable opportunity for career development and training opportunities</li></ul>

Mandatory equality training is provided for employees at all levels of the organisation in order to embed our values and make our expectations clear.

In addition, we have policies in place to support our employees if they experience offensive behaviour, harassment, cyber bullying or assaults by members of the public.

## **Principle 2: Make fair and equitable decisions**

Herefordshire Council manages a substantial budget, and is obligated to those who live and work in the county to make sound, fair and transparent decisions about the services that it delivers.

The council's constitution sets out the principles it will follow when making decisions, and these include the requirement for the decision-maker to consider equality, diversity and respect for human rights; these considerations are usually set out in the report informing the decision-maker.

This information allows the decision-makers to understand the possible impact of each decision on protected groups and, if there is to be a negative impact, look at possible mitigating actions. It also provides a baseline from which a review of the impact can be undertaken after the decision has been implemented to assess whether there have been any unintended negative impacts which could be mitigated.

### **a) Equality Impact Assessments**

As a council, we must have due regard for advancing equality (see "The Legal Requirement"). Producing equality impact assessments (EIAs) is one way that we can demonstrate we are meeting this requirement.

An EIA is a risk assessment focused on fairness, access and inclusion. It is a way of considering a policy, service or process in terms of how it might impact differently on different groups protected in law. We use EIAs to find and remove barriers in services which might stop people knowing about the service, using it, and getting the best from it. EIAs also help us to open services up to new groups and make services better.

Internal procedures require that consideration is given to equality impacts and the equality duty when policies, services or functions are undergoing change, and we provide a copy of any EIA to decision-makers before decisions are made. We will provide access to an EIA for anyone who wants to see it.

### **b) Procurement and contracting**

As a council, we aim to commission the right services, from the right provider, at the right price. We embrace the objectives of the Social Value Act and are working to embed social value in all commissioning and procurement practices, and in the direct delivery of services. We will only award contracts to organisations who can evidence that they are fully compliant with the Equality Act, and our terms and conditions stipulate this.

### **Principle 3: Recruit fairly and support our workforce**

Individual members of staff will be supported throughout their employment by managers who recognise their needs. This might include providing “reasonable adjustments” for a disabled member of staff, or recognising the difficulties experienced by parents of young children, or those with caring responsibilities.

All of our human resources policies have been reviewed to ensure that they take into consideration the protected characteristics, and the diverse nature of families. For example, providing equity for people in same-sex relationships, or people undergoing gender reassignment.

We will continue to monitor [the protected characteristics of our staff](#). This allows us to gauge the extent to which our workforce reflects the diversity of the population we serve, and could help to highlight any anomalies in our recruitment process. We also monitor grievance and disciplinary procedures by protected characteristic of the individual involved for the same reason.

The Council is approved to use the [Disability Confident](#) symbol, which aims to help employers successfully employ and retain disabled people and people with health conditions. We know from our previous workforce analyses that the number of employees identifying as disabled (4.4%) is low compared to the estimated number of disabled people in the working age population (7.8%). We are addressing this gap by a number of measures, such as offering guaranteed interviews to disabled applicants who meet all the key job criteria, and looking creatively at reasonable adjustments in the workplace to eliminate disadvantage.

### **Principle 4: Make our services accessible**

#### **a) Accessibility of buildings and the built environment**

We have a continual programme of improvements for our buildings, and are working towards moving out of or disposing of those buildings that are not fit for purpose. When designing infrastructure schemes and redesigning the public realm in our city and town centres we are committed to working with user groups to ensure the design improves access for all. Through careful design and the use of measures such as tactile paving we can help make it easier to move around and access shops and services.

#### **b) Language and alternative formats**

All of our external documents carry an “alternative formats statement” which commits us to providing the information in different ways if requested. Alternative formats include Braille, large print, easy read, audio, and other languages.

Herefordshire Council runs its own language agency, the [Herefordshire Language Network](#), which provides swift and easy access to translation and interpreting at significantly lower cost than if we were to use an external company.

#### **c) Use of the internet and digital exclusion**

As many council functions as possible are made available via the internet, and our website conforms to web-accessibility standards. However there are always alternative methods of service delivery, as an estimated 17% of Herefordshire’s population have never been on the internet. Herefordshire Council, through [Fasterhire](#), has grants available for community groups to organise training; and with funding from the National Equalities Unit run training for women entrepreneurs called [Fasterwomen](#).

## Principle 5: Understand the needs of the community that we serve

### a) Community cohesion

Community cohesion refers to the aspect of togetherness and bonding exhibited by members of a community; the “glue” that holds a community together. This might include features such as a sense of common belonging or cultural similarity. The concept is most noticeable when it is absent, for example when racist or homophobic incidents occur, when there is rioting or violent protest. Successful community cohesion initiatives help us to achieve the Public Sector Equality Duty of “fostering good relations between people who share a protected characteristic and people who do not share it”.

In 2015, Herefordshire Council established, and now facilitates, the “[FACE Values](#)” group (“Fairness, Acceptance, Community and Equality”). It comprises of a mixed group of volunteers and professionals working to challenge hate crime through the promotion of positive messages and community events. A “Young FACE Values” group was established in 2016 for people aged 14-19.

In 2015, Herefordshire Council established, and now facilitates, the Herefordshire Interfaith Group. The group promotes joint working between people of any faith and no faith. It coordinates community events such as the Anne Frank memorial service and World Peace Day, and will respond to community issues concerning faith in the county.

### b) “New communities”

Community cohesion can be seen to be of particular importance given the changing demographics within the county, and particularly the arrival of “new communities”, such as [Syrian refugees](#), adult asylum seekers, and unaccompanied asylum seeking children.

Herefordshire Council is working with Refugee Action and local partner organisations to resettle up to 60 Syrian refugees (approximately 12 families) into the county from November 2016 onwards. The refugees will be those currently residing in countries neighbouring Syria, and priority will be given to women and children at risk, people in severe need of medical care and survivors of torture and violence.

The council has agreed to accommodate 25 Unaccompanied Asylum Seeking Children (UASCs) in total as part of the National Transfer Scheme (NTS). The children are expected to remain in the UK at least until their claim for asylum is resolved. The council will receive funding to support them up to the age of 18, and reduced funding is available if the claim for asylum is not resolved by that time. The council is supporting these children in foster care, supported lodgings, and shared accommodation, depending on their individual needs.

### c) Cultural competence

We hold regular training sessions for council employees who work with Gypsy, Roma and Traveller families, in order to improve their understanding of cultural differences. Further sessions will be developed as necessary.

### d) “Prevent”

Councils have a statutory responsibility to lead on [Prevent](#), and Herefordshire Council has a Prevent project group which meets 4 times a year. The group also helps other public organisations to comply with their Prevent duty. Herefordshire Council has trained 122 people to deliver “Workshop to Raise Awareness on Prevent” (WRAP) training.

“[Channel](#)” is a partnership approach designed to support individuals vulnerable to being drawn into violent extremism or supporting terrorism. Herefordshire’s Channel Panel meets every month.

**e) Public health**

The Herefordshire Joint Strategic Needs Assessment 2016 highlights that people living in the most deprived neighbourhoods experience poor health in comparison to those who live in the least deprived neighbourhoods. Herefordshire Council has universal and targeted public health programmes in place to reduce inequalities and improve health. Further information can be found in the [Annual Report of the Director of Public Health](#), the [Adult Social Care Local Account](#), our [market position statement](#), and [Herefordshire's Health & Wellbeing Strategy](#).

**f) Armed Forces Covenants**

Herefordshire Council has established an [Armed Forces Community Covenant](#) as part of a government initiative to promote greater understanding between the general public and the military and to ensure that they do not suffer any disadvantage as a result of being part of the armed forces community. In addition, Herefordshire Council is one of the few local authorities in the country to have made a commitment to the [Armed Forces Corporate Covenant](#).

## **Principle 6: Provide tailored support to vulnerable groups**

**a) Gypsy, Roma & Traveller (GRT) communities**

Nationally, it has been identified<sup>5</sup> that Gypsy, Roma & Traveller communities “experience, and are being held back by, some of the worst outcomes of any group, across a wide range of social indicators”. In Herefordshire, some areas, such as educational attainment, are being well managed, and are better than those nationally. However, social inequality and deprivation can be illustrated by the following statistics (from the sample of 248 GRT children known to the council as at December 2015):

- 83 (33.4%) of the children are registered with Families First/Troubled Families (24 families)
- 30 (12%) of the children were the subject of open social care investigation
- 14 (5.85%) were experiencing poor mental health and were being supported by Child & Adolescent Mental Health Services (CAMHS)

The location and development of Traveller sites is an on-going challenge in Herefordshire, as well as nationally. The county currently has six sites, in varying states of repair despite significant recent investment. There is no transit site (or temporary stopping place) in the county. Whilst this is not a statutory requirement, there is some evidence to show that such provision could ease the difficulties caused by unauthorised encampments.

The Council chairs a Gypsy & Traveller Strategy Group which is attended by representatives of West Mercia Police and the Herefordshire Traveller Support Group, and they are seeking to develop a GRT Strategy.

**b) Educational attainment for disadvantaged children**

Disadvantage can be defined as:

- In receipt of/eligible for free school meals (indicating a level of poverty)
- Children for whom English is an additional language
- Disabled children or children with special educational needs
- “Looked after” children (ie. children in the care of the local authority)

“Diminish the Difference” is a national and local initiative to improve the educational attainment of disadvantaged children. In Herefordshire, the [Strategic Plan for Education for Children and Young People \(2014-2017\)](#) sets out our proposed actions. In 2016, the specific priority focus will be on improving the educational attainment of children eligible for free school meals.

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<sup>5</sup> 2012 Minister Working Group

The educational attainment and welfare of “English as an additional language” (EAL) learners in Herefordshire schools are supported by the [English as an additional language team](#) which sits within the Children’s Wellbeing Directorate. The role of this team is primarily to monitor the progress of EAL learners and to develop schools’ capacity in raising their achievement.

**c) Herefordshire Safeguarding Boards**

The [Herefordshire Safeguarding Adults Board](#) is Herefordshire Council’s mechanism for keeping vulnerable adults safe. The Board considers cultural issues such as female genital mutilation (FGM), forced marriage and honour based violence (the incidence of which is low in Herefordshire).

The Herefordshire Safeguarding Children Board continues to identify children at risk of child sexual exploitation and packages are put in place to support victims and potential victims of child sexual exploitation. Perpetrators of sexual exploitation can come from any cultural background. Little is known about the extent of human trafficking and modern slavery that takes place in Herefordshire.

**d) Domestic abuse**

The number of domestic violence and abuse incidents and crimes continues to increase. The number of people calling the specialist domestic abuse help line and the numbers accessing specialist help from West Mercia Women’s Aid continues to increase markedly. Whilst domestic violence is no more prevalent in different minority ethnic groups, it is clear that victims from Black, Asian and other minority ethnic groups face more barriers to access specialist support from the violence they experience<sup>6</sup>. In Herefordshire, the [Community Safety Partnership](#) leads on work around domestic abuse.

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<sup>6</sup> Understanding domestic violence and abuse within minority communities in Herefordshire (May 2015)

## 6. Equality objectives 2017-2019

The specific duty of the Equality Act 2010 requires public service providers to publish at least one equality objective to demonstrate how it will meet the general equality duty. We published some equality objectives in April 2016, and our review of those objectives can be found in Appendix A.

Below are the council's new equality objectives.

Service Area	Objective	Who	When
<b>1. Syrian Refugees</b>	<p>Ensure that a further 40 refugees are safely accommodated in the community, and supported to becoming independent.</p> <p>We will do this by:</p> <ul style="list-style-type: none"> <li>Monitoring and managing the agency we have commissioned to resettle refugees into the county</li> <li>Ensure that appropriate ESOL classes are provided</li> <li>Work in close partnership with other agencies to provide support as necessary (eg. police, job centre, schools)</li> </ul>	Refugee and Asylum Seeker Coordinator	January-December 2017
<b>2. Unaccompanied asylum seeking children</b>	<p>Build numbers during 2017 to ensure that at any one time a total of 25 unaccompanied asylum seeking children are safely accommodated in the community, and supported to become independent.</p> <p>We will do this by:</p> <ul style="list-style-type: none"> <li>Continuing to identify a range of suitable placements to meet the care and support needs of the Unaccompanied Asylum Seeking Children.</li> <li>Ensure that appropriate educational support is available</li> <li>Work in close partnership with other agencies to provide support as necessary (e.g. police, schools)</li> </ul>	Refugee and Asylum Seeker Coordinator	January-December 2017
<b>3. Training</b>	<p>Establish a comprehensive picture of what constitutes mandatory equality training for staff and managers.</p> <p>We will do this by:</p> <ul style="list-style-type: none"> <li>Reviewing current provision and up-take</li> <li>Reviewing and promoting our training priorities</li> </ul>	Head of HR and Equality Manager	March 2017
	<p>100% of our staff and managers complete their mandatory equality training.</p> <p>We will do this by:</p> <ul style="list-style-type: none"> <li>Ensuring we maintain our records showing who has completed their mandatory equality training, and following up with individuals who have not completed it</li> <li>Ensuring that our induction for new staff members fully explains the requirements and process for training</li> </ul>	Head of HR and Equality Manager	March 2018
<b>4. Diversity data of workforce</b>	<p>Analyse diversity data of job applicants to highlight any notable anomalies between the protected characteristics of applicants versus successful candidates.</p> <p>We will do this by:</p> <ul style="list-style-type: none"> <li>Generating quarterly reports for analysis</li> </ul>	HR and Equality Officer	January 2018
	<p>Capture the diversity data of 95% of all council employees.</p> <p>We will do this by:</p> <ul style="list-style-type: none"> <li>Encouraging new staff members at induction to complete this information</li> <li>Internal promotion to staff about the reasons for collecting the information</li> </ul>	HR and Equality Officer	December 2018

Service Area	Objective	Who	When
	<p>Analyse diversity data of all candidates standing for election for Herefordshire Council, to highlight any notable anomalies between the protected characteristics of successful candidates versus unsuccessful candidates.</p> <p>We will do this by:</p> <ul style="list-style-type: none"> <li>• Capturing and analysing the diversity data of all candidates</li> </ul>	Democratic Services Manager	December 2018
<b>5. Gypsy, Roma &amp; Traveller (GRT) communities</b>	<p>Agree on a location, and develop a transit site/temporary stopping place in Herefordshire.</p> <p>We will do this by:</p> <ul style="list-style-type: none"> <li>• Working with the Gypsy, Roma &amp; Traveller community and local partners (such as Police) to identify a suitable site</li> <li>• Addressing community cohesion issues in the chosen locality</li> </ul>	Director for Economy Communities and Corporate	December 2019
	<p>Produce a Gypsy, Roma &amp; Traveller strategy with associated actions to improve facilities and services for GRT communities.</p> <p>We will do this by:</p> <ul style="list-style-type: none"> <li>• Focusing on key areas such as education, employment, accommodation and health</li> </ul>	Director for Economy Communities and Corporate	December 2018
<b>6. Gender pay gap</b>	<p>We will publish our employees' pay by gender in accordance with regulations under section 78 of the Equality Act 2010.</p> <p>We will do this by:</p> <ul style="list-style-type: none"> <li>• Generating appropriate comparisons and statistics using our human resources database</li> </ul>	Head of HR	April 2018

## 7. Appendix A: Review of 2016 Equality Objectives

The specific duty of the Equality Act 2010 requires public service providers to publish at least one equality objective to demonstrate how it will meet the general equality duty. Below are the council's equality objectives.

Service Area	Objective for April-December 2016	Progress as at December 2016
<b>1. Syrian Refugees</b>	<ul style="list-style-type: none"> <li>Safely accommodate up to 60 refugees in the county</li> <li>Contract an agency to provide a Refugee Support package</li> <li>Provide all school-age refugee children with a school place</li> <li>Establish a pool of volunteer interpreters to work with refugees</li> <li>Provide 1:1 support for any refugee who experiences hate crime or discrimination</li> </ul>	<ul style="list-style-type: none"> <li>4 families (20 people) were safely accommodated in November 2016</li> <li>Refugee Action has been appointed as Herefordshire's support service to welcome and help refugees settle into our community, and this service will be paid for by the Home Office</li> <li>A pool of Arabic-speaking volunteers has been identified and trained to work with refugees</li> </ul>
<b>2. Training</b>	100% of managers complete the new e-learning by December 2016	This hasn't been achieved as the e-learning module was not made mandatory.
<b>3. Diversity data of workforce</b>	<ul style="list-style-type: none"> <li>Capture the diversity data of all new employees when they start</li> <li>Reduce number of employees who "prefer not to say" to 20% or lower across each "protected characteristic" (currently 36.3%)</li> <li>Capture diversity data of all job applicants (who wish to divulge it)</li> </ul>	<ul style="list-style-type: none"> <li>Capturing data of new starters is inconsistent, and higher priority will be given to this objective in 2017</li> <li>The data for employees who "prefer not to say" will be available on 9 January 2017</li> <li>The diversity data of job applicants is captured, but more work needs to be done in 2017 on analysing it to gain meaningful intelligence</li> </ul>
<b>4. Herefordshire Language Network</b>	<ul style="list-style-type: none"> <li>Have 36 languages active and available within county boundary (currently 35)</li> <li>Achieve annual income target of £30,257 (by end of March 2017)</li> <li>Deliver one unaccredited Foundation Training for Interpreters course</li> </ul>	<ul style="list-style-type: none"> <li>36 languages are now available within (or just outside) the county boundary. Since April we have lost Taiwanese, but gained Urdu and Romany.</li> <li>At the end of the third quarter of financial year 2016/17, we have achieved our annual income target, and are on track to achieve the full target by March 2017.</li> <li>A Foundation Training Course, delivered in October 2016, was tailored specifically to the needs of a group of people who had volunteered as interpreters for Syrian refugees.</li> </ul>