



**EQUALITY, DIVERSITY, AND INCLUSION STRATEGY**  
**ST HELENS BOROUGH COUNCIL 2022 - 2025**



**ST HELENS**  
BOROUGH COUNCIL



# Executive Summary

The Specific Public Sector Equality Duty 2011 requires public bodies to set ‘measurable equality objectives’ and publish information about their equality performance annually.

In February 2021, St Helens Borough Council agreed a new Borough Strategy, setting out the vision and priorities for the council and our borough from 2021 to 2031.

In March 2021, St Helens Borough Council committed to establish an Equality, Diversity, and Inclusion (EDI) Strategy, with a new set of measurable equality objectives aligned to the Borough Strategy priority “be a responsible council”.

In May 2021, St Helens Borough Council published its Race Equality Declaration of Intent 2021-25 which set out our ambitions, actions, and targeted achievements for race equality across three areas of Council activity - as an employer, a lead organisation in the community, and as a partner in the Liverpool City Region.

## This EDI Strategy

- Sets out our approach to improving equality, diversity, and inclusion across the same areas of Council activity covered in the Race Equality Declaration - as an employer, and as a lead organisation in the community and partner in the Liverpool City Region - but extend these for all characteristics protected under the Equality Act 2010
- Will contribute to achieving the Borough Strategy “be a responsible council” objectives and measures of success.
- Will be delivered in 2 phases –

**Phase 1** – focusing on the Council as an employer (from April 2022)

**Phase 2** – focusing on the Council as a lead organisation in the community and partner in the Liverpool City Region (from September 2022)

- Will utilise the Local Government Association’s 2021 Equality Framework for Local Government (EFLG), as the organisational EDI Strategy Delivery Tool.

The following Measurable Equality Objectives will be used to demonstrate progress towards, and achievement of, the commitments within Phase 1 and Phase 2 of the EDI Strategy.

Phase 1 Measurable Employment Equality Objectives	Date
1. Set targets for BAME staff representation informed by 2021 Census and report against those targets annually	Annually
2. A council workforce profile with an improved representation of diversity across all protected characteristics	Annually
3. Staff survey evidence that staff who share different protected characteristics <ul style="list-style-type: none"> <li>• feel their health and well-being is well supported.</li> <li>• feel their level of motivation is high.</li> <li>• are experiencing a positive work culture based on our shared values and behaviours</li> </ul>	Annually
4. Level 3 DWP's Disability Confident Employer quality mark	Dec 2023
5. Navajo Merseyside & Cheshire LGBTIQ+ Charter Mark	Dec 2024

Phase 2 Measurable Organisational Equality Objectives	Date
1. LGA Equality Framework for Local Government Developing	May 2023
2. LGA Equality Framework for Local Government Achieving	May 2024
3. LGA Equality Framework for Local Government Excellent	May 2025



# Introduction

**Our EDI Strategy Purpose** - The Equality, Diversity, and Inclusion (EDI) Strategy is a council wide programme through which we will work together, with staff, partners, and community stakeholders in order to implement duties of equality legislation, disseminate good practice, and ensure the council's workforce and service providers are equipped to deliver accessible, safe, and inclusive services to our diverse community.

## The Legal Duties

St Helens Borough Council's Comprehensive Equality Policy sets out the Public Sector Duties of the Equality Act 2010, which require public bodies, in the exercise of their functions and decisions, to have due regard to the need to:

- Eliminate discrimination, harassment, and victimisation.
- Advance equality of opportunity between persons who share a protected characteristic and persons who do not share it.
- Foster good relations between persons who share a protected characteristic and persons who do not share it.

This means that public bodies must use appropriate information and carry out sufficient analysis to assess the impact that their decisions, policies, service, and contract delivery arrangements will have on people with characteristics protected under the Act. Public bodies must ensure that appropriate steps are taken to address or justify any adverse impact identified.

The Equality Act 2010 identifies nine protected characteristics. They are as follows:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion
- Sex
- Sexual orientation

In addition, the Specific Public Sector Equality Duty requires public bodies to set measurable equality objectives and to publish information about their performance on equality annually.



# Our Equality Journey

In 2011, St Helens Borough Council published its first set of measurable equality objectives.

- To ensure Equality Impact Assessments inform 100% of Delegated Executive Decisions and Key Decisions.
- To maintain a 90% achievement rate in service equality access targets for protected characteristics.
- To publish information relating to employees and customers who share protected characteristics.

Progress against these measurable objectives was reported in Annual Equality Monitoring Reports between 2011 and 2020.

## Our Achievements 2011-2021

- 2011 the Council developed its first Community Impact Assessment tool, used to analyse the sustainability, health, social value, equality, and human rights implications of proposed decisions, projects and programmes, service reviews, and tender specifications.
- 2011 saw the development of a Corporate Standard for Equality Monitoring, which standardised the use of equality profiles within monitoring processes in line with the 2011 census criteria to identify outcomes for service users and staff who share protected characteristics (age, sex, race, disability etc.) and support improvements in equality of access, quality and outcomes in employment and service delivery.
- 2011 the Council developed its first Gender Reassignment Guidelines supporting staff transitioning to their chosen gender. Key is supporting staff to co-design a workplace transition plan including dates of GP, hospital and other appointments, how they wish colleagues and service users to be advised of their transition, planning the date when they would like to start to be addressed by their chosen name and pronouns, and ensuring that HR and formal records are updated.
- 2011 saw the development of the “Safer In Town” initiative to reassure residents and visitors to the town, who have learning differences and disabilities, that they would have safe havens to attend, should they have any difficulties with bullying whilst in St Helens town centre.
- 2012 St Helens held its first annual Holocaust Memorial Day Commemoration to pay tribute to those who died and also honour those who have survived the atrocities of genocide, war, prejudice and persecution.
- 2012 St. Helens Borough Council and the Community Safety Partnership were awarded ‘White Ribbon’ status from the ‘White Ribbon’ Campaign UK’, for the council’s ongoing campaign for men to declare their opposition to violence against women.
- 2013 the introduction of a corporate Language Service, replacing different bespoke arrangements across council departments with one approved commissioned Language Service provider to ensure service users and residents experience consistent quality when using interpretation and translation support.



- 2013 St Helens Borough Council was awarded the status of “Recognised Partner” of the Anne Frank Trust for its annual Holocaust Memorial Services and its commitment to challenge all form of prejudice and discrimination.
- 2015 St Helens became part of the national Asylum Seeker dispersal programme, welcoming families to the borough while they are awaiting a decision on their claim for asylum in the UK.
- 2015 St Helens Library Service held its first annual Multi-faith Light Ceremony bringing together representatives of the borough’s Jewish, Muslim, and Christian communities for an evening of reflection, prayer, and celebration.
- 2016 Rainbow Picnic In The Park, the first high profile celebration of lesbian, gay, bi-sexual and trans life to be held in the borough.
- 2016 St Helens welcomed its first families displaced war as part of the Syrian Refugee Resettlement Programme.
- 2017 the introduction of a Corporate Baby Welcome Policy to ensure breastfeeding mothers feel welcomed and comfortable within Council buildings, recognise the right of any mother to breastfeed in public areas within the Council and appropriate provision of nappy changing facilities, baby food/bottle warming facilities, hand cleansing facilities, adequate access and egress, safe play areas
- 2017 St. Helens Borough Council’s Public Health Service commissioned Creative Alternatives ‘arts on prescription’ service, as an alternative or additional treatment to people with mild to moderate depression, anxiety, or stress; helping to reduce the symptoms and improve a person’s wellbeing.
- 2018 St Helens Borough Council’s Accessibility Charter; setting out the minimum standards of accessibility, respect, and dignity that Council Members, people who work for the council, and people who make use of council services should expect.
- 2019 St Helens Borough Council announces it fist 0% median pay gap, meaning that the hourly rate in the middle of the highest and lowest hourly rates for both female and male employees was the same.
- 2019 St Helens Borough Council was recognised by the Department For Employment as a Disability Confident Employer Level 2, signifying the council’s success at recruiting and retaining disabled people and those with long-term health conditions
- 2019 St Helens first Pride Festival and Parade to celebrate diversity of sexual orientation and gender identity. Building on the 2016 Rainbow Picnic In The Park, to become an annual celebration of lesbian, gay, bi-sexual and trans life.
- 2020 The Leader of St Helens Council leads the borough in response to the murder of George Floyd “We have all witnessed the rightful anger and sadness shaking the world over the death of George Floyd, which has led to protests in the US and here in the UK too. We can’t pretend racism is not a problem here and we all need to be mindful of the positive differences we can make to tackle it. As an organisation and the biggest public service in the borough, we can play a vital role in making St Helens Borough a happy and safe place to live and work.”

- 2020 St Helens Council establishes a BAME Staff Group as a safe place for staff to share their experience of work, and a forum to help the organisation improve its understanding of the potential structural barriers to recruitment, selection, career progression and retention for BAME staff.
- 2021 St Helens Council announces its Race Equality Declaration of Intent, setting out its 5-year plan to tackle systemic racism as an employer, a service provider, and as a partner across the Liverpool City Region.
- 2021 The Council establishes its Staff Equality, Diversity, and Inclusion (EDI) Network to help inform the development of its EDI Strategy and set “measurable equality objectives”
- 2021 St Helens Council Annual Equality Monitoring Reports published over the last 11 years shows that the council consistently achieved its measurable equality objectives.



## Current Position

The events of recent years with the general impact of the COVID-19 pandemic and subsequent restrictions on health and wellbeing, loss, bereavement, loneliness and isolation, the terrible and tragic hate killings of women, and Black and Asian people signified by the high profile murders of Sarah Everard and George Floyd, have raised our community's awareness and determination for social justice in terms challenging misogyny and violence towards women, identifying and addressing systemic cultural racism, and ensuring that the safety, wellbeing and inclusion of vulnerable people.

The Council, like many organisations, has responded to these challenges by identifying new ways of working - moving to greater use of digital communication, the development of a locality model of service delivery, and the introduction of agile working (a mixture of home and hub based working) for some services, and the development of a Borough Strategy with a vision of "Working together for a better borough, with people at the heart of everything we do by improving people's lives together and creating distinct, attractive, healthy, safe, inclusive, and accessible places in which to live, work, visit and invest."

It is against this current position that the Council has developed its first Equality, Diversity, and Inclusion Strategy and designed a new set of measurable equality objectives to demonstrate that we are working together with staff, partners, and our residents to implement the duties of equality legislation, promote equity and social justice, disseminate good practice, and ensure our workforce is supported to deliver accessible, safe, and inclusive services to our diverse community.

## St Helens Borough Community Profile

Our borough is situated in Merseyside and is proud to be part of the Liverpool City Region. It covers an area of 136 square kilometres and is home to over 180,000 people with 4,800 businesses based in the borough. It is a place with a strong identity and cultural history, rooted in our world-famous rugby league team and our proud industrial heritage including England's first canal, a section of the world's first passenger railway, pharmaceutical, coal and glass industries.

It is also a place of great potential with many strengths and opportunities.

Our strategic position at the heart of the Northwest provides excellent connections to and from our borough. Its semi-rural nature, with over 65% of the area green belt, makes for a very attractive place to live, with strong growth in new housing and increasing numbers of people choosing to live here.

Our greatest asset is the spirit and strength of our close-knit community, never more evident than in the way it has come together during the coronavirus pandemic to support our most vulnerable residents.

### Age

An ageing population - our population is ageing faster than many other areas, creating high demand for health and care services – the ONS Population Estimate indicate that people over 65 make up 20% of the borough population and it is projected that this will rise to 23% by 2025.

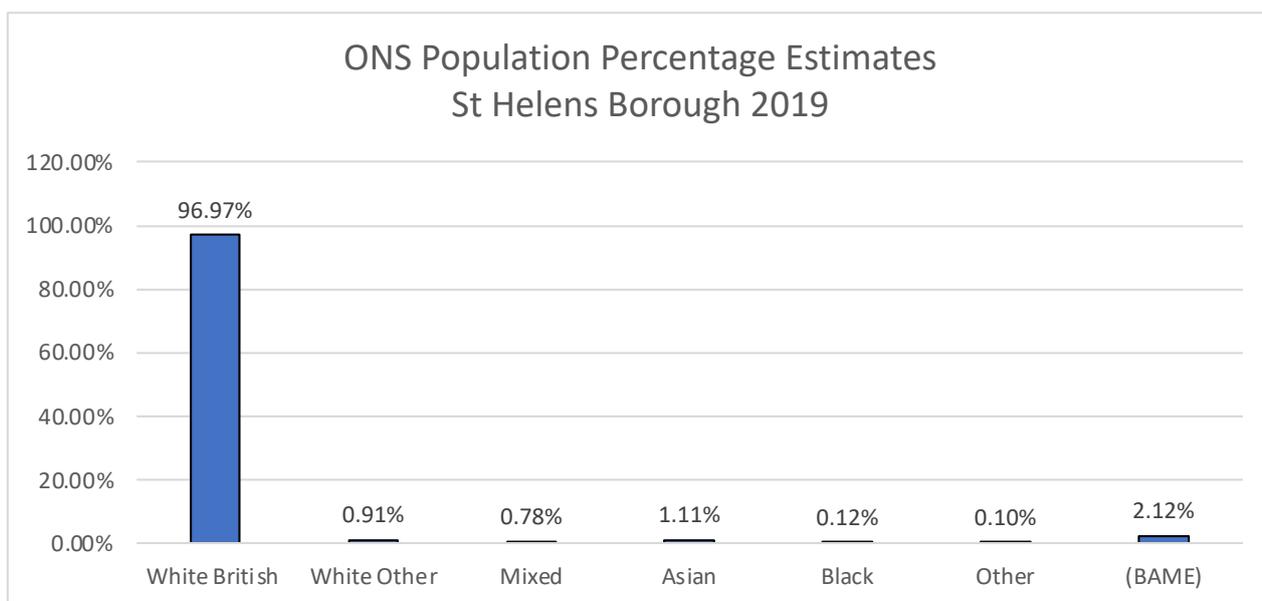


## Sex

The ONS Population Estimates 2019 indicate that women represent 51% of the Borough Population.

## Race

The ONS Population Estimates 2019, indicate that people from Black, Asian, and other minority ethnic backgrounds represent 3.12.% of the Borough Population. White British making up 97%, Black, Asian, Mixed, and other ethnicities 2%, and other White ethnicities 1%



## Disability

23% of the Borough Population has a long-term health problem, with 13% of the community feeling this has a substantial impact on their ability to carry out day to day activity. About 6% of the Borough's working age population declared they had a long-term health problem or disability that limited their day-to-day activities a lot (2011 Census and will be updated once the Census 2021 data is available)

## Religion

The Census 2011 showed that people declaring they have a religion which is in a minority in the borough made up 1.05% of the borough's population. The council does not have any current performance indicators for Workforce by religion.

Census 2011	Percentage	Census 2011	Percentage
Buddhist	0.18%	Other Religions	0.26%
Hindu	0.24%	Christian	78.82%
Jewish	0.03%	No Religion	14.63%
Muslim	0.34%	Religion Not Stated	5.5%



## Sexual Orientation

The ONS Annual Population Survey 2019, estimated that 2.7% of the UK population aged 16 years and over identified as lesbian, gay, or bisexual (LGB) in 2019.

### St Helens Workforce Profile (March 2021)

Workforce Female Staff Profile	March 2021	Comment
Percentage of authority employees that are women as a percentage of the total workforce.	69.18%	The percentage represents 2070 female employees in a workforce of 2992

Workforce Female Staff Profile	March 2021	Comment
Percentage of the top 5% of earners that are women.	56.29%	The percentage represents 2070 female employees in a workforce of 2992

Workforce BAME Staff Profile	March 2021	Comment
Percentage of authority employees from Black, Asian or minority ethnic communities as a percentage of the percentage of the total workforce.	0.74%	The percentage represents 22 BAME employees in a workforce of 2992

Workforce BAME Staff Profile	March 2021	Comment
Percentage of top 5% of earners from black and minority ethnic communities.	3.31%	The percentage represents >10 BAME employees in a group

Workforce Disabled Staff Profile	March 2021	Comment
Percentage of authority employees declaring that they meet the Equality Act 2010 definition of disability	4.85%	The 4.85% outturn figure represents 145 disabled employees in a workforce of 2992

Workforce Disabled Staff Profile	March 2021	Comment
Percentage of the top paid 5% of staff who have a disability	1.32%	The percentage represents >10 disabled employees in a group of 151

Workforces LGB Profile	March 2021	Comment
Percentage of authority employees from declaring a lesbian, gay, or bisexual orientation as a percentage of the total workforce.	>0.35%	The percentage represents >10 LGB employees in a workforce of 2992

Workforce Minority Religion Profile	March 2021	Comment
Percentage of authority employees declaring they have a religion which is in a minority in the borough, as a percentage of the total workforce.	1.63%	The percentage represents 49 employees in a workforce of 2992

Gender Pay Indicator	Women	Men	Pay Gap	Comment
The median hourly rate across the Council. The hourly rate in the middle of the highest and lowest hourly rates	£10.97	£10.97	0%	As of 31 March 2021, the median hourly rate for both women and men were £10.97, meaning there is no median gender pay gap, an outcome maintained for 3 consecutive years.
The median hourly rate across the Council. The sum of all the wages of female or male employees divided by the respective number of employees of each gender.	£13.01	£13.67	4.8%	As of 31 March 2021, the median hourly rate across the Council was £13.21: mean hourly rate for women of £13.01 and for men of £13.67 - a mean hourly rate gender pay gap of 4.8%, a reduction of 1.2% from last year's 6%



# Linking it all to the Council's Borough Strategy

The Council's EDI Strategy supports the wider St Helens Borough Strategy mission of "working together for a better borough with people at the heart of everything we do".

The EDI Strategy demonstrates a direct contribution to the achievement of the following "Be a Responsible Council" objectives and measures of success.

## Be a Responsible Council Objectives supported by the EDI Strategy

### Phase 1

1. Invest in developing the strengths and skills of our workforce and elected members

### Phase 2

1. Communicate, listen, engage, and work in partnership well with our residents, communities, local organisations, and partners recognising the strengths and skills in our community
2. Embrace innovative ways of working to improve service delivery and the operations of the council
3. Meet our community's needs by delivering accessible and responsive services

## Be a Responsible Council Measures of Success supported by the EDI Strategy

### Phase 1

- We increase training and development opportunities for our workforce and elected members (access)
- The health and well-being of our workforce is well supported (quality)
- Our workforce is agile, skilled, and motivated (quality)
- Our shared values and behaviours promote a positive work culture (outcome)

### Phase 2

- More services delivered in localities, based on where and how customers need them (access)
- We communicate positive messages and behaviours that increase community resilience (access)
- Increased use of modern technology to support customers and communities (access)
- We promote our borough to create improved feelings and pride in the area (quality)
- We respond to residents and communities' concerns in a prompt manner (quality)
- Increased customer engagement with digital and online services (outcome)
- Levels of customer satisfaction is high (outcome)
- There is growing trust and confidence in the council (outcome)



# Phase 1 - St Helens Borough Council as an Employer

**Our Phase 1 Commitment** - St Helens Borough Council is committed to creating a more welcoming, safe, and inclusive work environment, based on the vision that everyone is included, has a voice, and is empowered to influence, through the values of trust, integrity, collaboration, innovation. Our vision and values create a culture of mutual respect, inclusion, and dignity, which is critical to ensure the organisational capability meets the needs of our increasingly diverse community.

A key factor to understanding if we are achieving our vision and values is the 'lived experience' of staff who share protected characteristics that are in the minority in our organisation; and we know that tackling the impact of systemic inequality and discrimination is the key issue to achieving this.

Our BAME Staff Network was instrumental in co-developing our Race Equality Declaration of intent – which includes our race equality ambitions, actions and achievements over the next 4 years.

The action from the Race Equality Declaration Of Intent were used as the themes for the wider Staff EDI Network engagement and discussion. As a result, the same themed actions appear within this strategy but extended to cover all protected characteristics.

Our Disability Staff Forum has considered the Department of Work and Pensions (DWP) Disability Confident Employer Quality Mark as the appropriate self-assessment and improvement tool through which to advance disability equality in employment.

The Staff LGBTQI+ Forum, which explores the experiences and supports staff with sexual orientations and gender identities in the minority in the workforce, identified the Navajo Merseyside & Cheshire LGBTIQA+ Charter Mark as the appropriate self-assessment and improvement tool through which to advance sexual orientation and gender identity equality.

The attainment of the Navajo LGBTIQA+ Charter Mark and the Disability Confident Employer Quality Mark have been included within the **Measurable Equality Employment Objectives** within this strategy.

Ultimately, it is our staff who will tell us if we have successfully fostered an accessible, safe, and inclusive work environment where the health and well-being of our workforce is well supported, and our shared values and behaviours promote a positive work culture.

Phase 1 has been set out below in terms of ambitions, actions, and achievements that bring together the various "Council as an employer" elements and commitments of the EDI Strategy.

To ensure there is a tangible link to the Borough Strategy, the "Measures of Success" - from the "Be a Responsible Council" objective "Invest in developing the strengths and skills of our workforce and elected members" - have become our EDI Strategy Employment **Ambitions**.



Each Ambition has a corresponding **Action** co-created with our Staff EDI and BAME Networks

The Actions also correlate to Equality Framework **Diverse and Engaged Workforce Themes** (13 to 17), which, in turn, will become an efficient and effective tool through which to self-asses, improve, and deliver our **Achievements**. The Achievements demonstrate the delivery of the Ambitions and will become part of our **Measurable Equality Employment Objectives**.

## **Ambitions**

- Increase training and development opportunities for our workforce and elected members
- The health and well-being of our workforce is well supported
- Our workforce is agile, skilled, and motivated
- Our shared values and behaviours promote a positive work culture

## **Actions and corresponding Equality Framework for Local Government Themes**

To deliver our Ambitions, the Council will :

- Provide a mandatory EDI training programme for all staff, including all future new starters to the organisation. (EFLG Theme 16 Learning, development, and progression)
- Work with Staff EDI Network to understand how the organisation can support an inclusive and safe workplace environment for staff. (EFLG Theme 17 Health and wellbeing)
- Increase diversity in staff representation taking into consideration local and regional demographics (EFLG Theme 13 Workforce diversity and inclusion, and Theme 15 Collecting, analysing, and publishing workforce data)
- Work with Staff EDI Network to develop clear pathways and routes to information, advice, and support for staff and for managers (EFLG Theme 14 Inclusive strategies and policies)

## **Achievements**

Our Measurable Equality Objectives and reported against annually:

- A council workforce profile with an improved representation of diversity across all protected characteristics
- Staff survey evidence that staff who share different protected characteristics
  - feel their health and well-being is well supported.
  - feel their level of motivation is high.
  - are experiencing a positive work culture based on our shared values and behaviours.



# Phase 1 - Measurable Employment Equality Objectives

The Council has set the following measurable employment equality objectives as milestones through which to record progress against Phase 1 of the strategy - the Council as an Employer

Progress against these measurable employment equality objectives will be reported within the Council's Annual Equality Monitoring Report.

Phase 1 Measurable Employment Equality Objectives	Date
1. Set targets for BAME staff representation informed by 2021 Census and report against those targets annually (From the Race Equality Declaration of Intent)	Annually
2. A council workforce profile with an improved representation of diversity across all protected characteristics	Annually
3. Staff survey evidence that staff who share different protected characteristics <ul style="list-style-type: none"><li>• feel their health and well-being is well supported.</li><li>• feel their level of motivation is high.</li><li>• are experiencing a positive work culture based on our shared values and behaviours</li></ul>	Annually
4. Level 3 DWP's Disability Confident Employer quality mark	Dec 2023
5. Navajo Merseyside & Cheshire LGBTIQ+ Charter Mark	Dec 2024

## Phase 2 - St Helens Borough Council as a lead organisation within the community and as a partner in the Liverpool City Region

The Borough Strategy is the key document that sets out the council vision St Helens Borough, the themes that identify our place, the priorities we will focus on and the outcomes we will strive to achieve.

The Council's EDI Strategy is based on the Borough Strategy priority "be a responsible council" and will be developed to achieve the Borough Strategy measures of success that indicate how well we are meeting our priority as a lead organisation in the Community and a partner in the Liverpool City Region.

Our EDI Strategy is also designed to support the Liverpool City Region Combined Authority (LCRCA) to deliver the partnership element of its Equality Strategy. Specifically in support of the LCRCA's Civic Leader objective:- "Working with our partners, we will lead from the front and use our sphere of influence in the Liverpool City Region, demonstrating that our positive actions working together will deliver change that benefits everyone in our city region."



Throughout 2022, we will consult, engage, and collaborate with community stakeholders and partners, both locally and in the Liverpool City Region to ensure their diverse needs continue to shape and cocreate the plans, services, projects, and programmes we deliver.

## Our Phase 2 Commitments

We will work together

- with partners in the Borough to actively identify and remove barriers for under-represented groups, advance equity by recognising and meeting people’s different needs, practise inclusion in all we do, and ensure the council’s workforce and service providers are equipped to deliver accessible, safe, and inclusive services to our diverse community.
- with our partners in the Liverpool City Region, demonstrating that our positive actions working together will deliver change that benefits everyone in our city region.

In a similar approach to Phase 1, our Phase 2 ambitions will be based on the St Helens Borough Strategy’s “Be a Responsible Council” objectives. These correspond to Modules 1–3 of the Equality Framework for Local Government.

Phase 2 Be A Responsible Council Objective	Corresponding Framework Module
Communicate, listen, engage, and work in partnership well with our residents, communities, local organisations, and partners recognising the strengths and skills in our community	<b>Module 1</b> - Understanding and working with your communities
Embrace innovative ways of working to improve service delivery and the operations of the council	<b>Module 2</b> - Leadership, partnership, and organisational commitment
Meet our community’s needs by delivering accessible and responsive services	<b>Module 3</b> - Responsive services and customer care

In collaboration with community stakeholders and partners, we will use the Equality Framework as a self-assessment tool to identify strengths and areas for improvement.

As the Modules of the Framework correlate to the Council’s Borough Strategy Objectives, progressing through the levels of the Framework will contribute towards the following Borough Strategy “Be a Responsible Council” measures of success

### Be a Responsible Council Measures of Success supported by Phase 2 of the Strategy

- More services delivered in localities, based on where and how customers need them
- We communicate positive messages and behaviours that increase community resilience
- Increased use of modern technology to support customers and communities
- We promote our borough to create improved feelings and pride in the area
- We respond to residents and communities’ concerns in a prompt manner
- Increased customer engagement with digital and online services
- Levels of customer satisfaction is high
- There is growing trust and confidence in the council



## Phase 2 – Measurable Organisational Equality Objectives

Progression through the 3 levels of the Equality Framework will be used to demonstrate achievement of our Phase 2 commitments.

Phase 2 Measurable Organisational Equality Objectives	Target Date
Meet Equality Framework for Local Government Level 1 Developing	May 2023
Meet Equality Framework for Local Government Level 2 Achieving	May 2024
Meet Equality Framework for Local Government Level 3 Excellent	May 2025

## Appendix 1 the Local Government Association's equality framework for local government

The framework sets out four modules for improvement, underpinned by a range of criteria and practical guidance that we will use to engage, co-create, plan, implement, and deliver equality, diversity, and inclusion outcomes.

The four modules are:

**Module 1. understanding and working with your communities**

**Module 2. leadership, partnership, and organisational commitment**

**Module 3. responsive services and customer care**

**Module 4. diverse and engaged workforce (Phase 1 of the EDI Strategy)**

For each module there are three Levels of achievement: Developing, Achieving, and Excellent.

**Developing** - The developing level criteria contain the basic building blocks for each module. At the Developing level the Council will have clear evidence that it has put the processes in place to deliver on the commitments of Phase 1 and 2 of the in the EDI Strategy.

**Achieving** - At the Achieving level the Council will be able to demonstrate it has policies, processes and procedures in place and is delivering some good equality outcomes. It is not only meeting but can demonstrate exceeding statutory requirements.

**Excellent** - At the Excellent level the Council will be able to demonstrate that it has mainstreamed equality throughout the organisation and is delivering significant outcomes against the commitments of the EDI Strategy and that these contribute to the Borough Strategy 'be a responsible council' objectives and measures of success. At Excellent, the Council will not only be exceeding statutory requirements but will be an EDI exemplar in the local government and wider public sector.



## **Module 1 Understanding and working with your communities**

- Theme 1. collecting and sharing information
- Theme 2. analysing and using data and information
- Theme 3. effective community engagement
- Theme 4. fostering good community relations
- Theme 5. participation in public life.

## **Module 2 Leadership, partnership, and organisational commitment**

- Theme 6. political and officer leadership
- Theme 7. priorities and working in partnership
- Theme 8. using equality impact assessment
- Theme 9. performance monitoring and scrutiny.

## **Module 3 Responsive services and customer care**

- Theme 10. commissioning and procuring services
- Theme 11. integration of equality objectives into planned service outcomes
- Theme 12. service design and delivery.

## **Module 4 Diverse and engaged workforce (Delivering Phase 1 of the Strategy)**

- Theme 13. workforce diversity and inclusion
- Theme 14. inclusive strategies and policies
- Theme 15. collecting, analysing, and publishing workforce data
- Theme 16. learning, development, and progression
- Theme 17. health and wellbeing.



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