

HAMPSHIRE COUNTY COUNCIL

Report

Decision Maker:	Cabinet
Date:	11 December 2017
Title:	<i>Serving Hampshire</i> – Q2 2017/18 Performance Report
Report From:	Chief Executive

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1. Report purpose

1.1. The purpose of this report is to:

- provide strategic oversight of the County Council's performance during Q2 2017/18 against the *Serving Hampshire* Strategic Plan for 2017-21 (*Serving Hampshire*);
- set out progress made to develop an Inclusion and Diversity Standards Framework, and accompanying governance arrangements for the County Council's work to advance equality.

2. Current and future performance reporting arrangements

2.1. The County Council's Performance Management Framework (PMF) provides the local governance structure for performance management and reporting to Cabinet. The PMF specifies that Cabinet receives bi-annual reports on the County Council's performance against the strategic priorities set out in the *Serving Hampshire* plan. Performance information on children's and adults' safeguarding, major change programmes, including *Transformation to 2019*, and the County Council's financial strategy are reported separately to Cabinet.

2.2. In order to report progress against *Serving Hampshire*, departments are asked to rate performance against success measures on a quarterly basis. For each measure, a simple risk-based 'red, amber, green' rating is applied, informed by the most recent data and management information. Departments are also asked to provide an overview of key achievements and risks/issues against agreed priorities, as well as the results of any recent external assessments (see Appendix one).

3. Performance against *Shaping Hampshire*

Revised approach

- 3.1. As agreed by Cabinet in June 2017, the County Council is placing greater emphasis on the outcomes of external assessment and resident feedback in judging the organisation's performance and areas for improvement.
- 3.2. As a result, Appendix one includes the results of sources of external validation which apply to the County Council's performance during the last two quarters.
- 3.3. Alongside these sources, a robust set of core performance measures continues to be used. The current set of measures is set out at Appendix two. These are currently being updated to ensure alignment with the *Serving Hampshire* Strategic Plan and the County Council's revised Public Health Strategy, as well as an increasing focus on resident experience.

Performance outcomes

- 3.4. **Overall performance** against *Serving Hampshire* remained **good** during Q2 2017/18, evidencing strong performance in the delivery of core services.
- 3.5. **Performance against targets and improvement trend:** overall the majority of measures were reported as low performance risk. 62% of the measures which reported data for the Q2 period showed improvement or no change in performance. In addition to this, of the measures which have had reported data for the Q2 period, 53% of measures had met the target set by the relevant department. The remaining indicators report data on a longer interval, for example annually.
- 3.6. All measures were considered to present low to medium risk.
- 3.7. In cases where targets are not met, departmental improvement plans are in place. Departmental performance is also scrutinised by Members as part of the established Select Committee process.
- 3.8. **Performance highlights** at quarter two of 2017/18:
 - The County Council has introduced a new, short-term reablement service at the Hampshire Hospitals NHS Foundation Trust in Basingstoke. The Firs is specially adapted accommodation for up to 17 people, located within the hospital site, who receive tailored support from social care staff. This additional capacity is helping to reduce the number of delayed hospital discharges by supporting more effective patient flow and discharge through improved multi professional and multi-agency working.
 - 98% of parents were offered a place for their child in one of their three preferred schools (compared to 97% last year), with 91% receiving their first choice of school (up from 83% last year).
 - Provisional A-level results indicate that Hampshire students outperformed the national average. The percentage of A Level entries at Grade A*/A increased to 26% - an increase of one percentage point from 2016, and above last year's national average of 23%.

- CO2 emissions from local authority operations¹ have fallen to 83,992 tonnes in 2016/17 from 86,684 the previous year, keeping the County Council on track to meeting its target of 79,080 by 2025.
- The County Council secured £12.9 million funding from Highways England which, together with a £6.6 million investment from the County Council, will enable improvements to Junction 9 of the M27 and Parkway South Roundabout, Whiteley.
- Property Services secured further £2.8 million funding for energy programmes, including LED Lighting, Electric Vehicles and Battery Technology, which will deliver at least £450k of revenue savings.

3.9. A more extensive list of key performance achievements is included in Appendix three.

4. Equalities update

Inclusion and Diversity Standards Framework

- 4.1. The Equality Act 2010 places a duty on local authorities to prepare and publish one or more measurable and specific equality objective(s).
- 4.2. Earlier this year, work was undertaken to refresh the Strategic Plan. Alongside this, the County Council's equalities objectives were also reviewed to ensure alignment with the revised strategic priorities. This work included developing a more comprehensive set of Inclusion and Diversity Standards and establishing revised governance arrangements to oversee and advance work relating to inclusion and diversity.
- 4.3. The Standards Framework is intended to cover all nine protected characteristics under the Equalities Act as well as broader dimensions, such as rurality and economic status. With respect to race and religion, earlier this year the Secretary of State for Communities and Local Government, the Rt Hon Sajid Javid MP, wrote to local authorities encouraging the adoption of the International Holocaust Remembrance Alliance (IHRA) non-legally binding working definition of antisemitism.
- 4.4. The definition (available at: https://www.holocaustremembrance.com/sites/default/files/press_release_document_antisemitism.pdf) will be used as a basis for work to address antisemitism under the Standards Framework.
- 4.5. Future corporate performance reports will include progress and key achievements against the Inclusion and Diversity Standards Framework and related action plan.
- 4.6. Further detail on the Standards Framework is contained in Appendix four.

¹ CO2 emissions data relate to emissions by Hampshire County Council only. This includes Hampshire County Council buildings (including schools, although not Academies and Foundation Schools), street lighting and travel (via data from staff mileage claims and the Hampshire Transport Management fleet).

5. Conclusion

5.1. This report and its supporting appendices demonstrate that the County Council performed well in the delivery of core public services during the first two quarters of 2017/18, and that work is progressing to advance the County Council's work in relation to equalities.

6. Recommendations

6.1. It is recommended that Cabinet:

- notes the County Council's performance for the first two quarters of 2017/18;
- acknowledges progress made to support the County Council further to advance equality and fairness through establishing an Inclusion and Diversity Standards Framework, and forming relevant governance arrangements.

CORPORATE OR LEGAL INFORMATION:**Links to the Strategic Plan**

Hampshire maintains strong and sustainable economic growth and prosperity:	YES
People in Hampshire live safe, healthy and independent lives:	YES
People in Hampshire enjoy a rich and diverse environment:	YES
People in Hampshire enjoy being part of strong, inclusive communities:	YES

Other Significant Links

Links to previous Member decisions:	
<u>Title</u>	<u>Date</u>
Serving Hampshire - Strategic Plan for 2017-2021	19 June 2017
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

DocumentLocation

None

IMPACT ASSESSMENTS:

1. Equality Duty

1.1. The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

1.2. **Due regard in this context involves having due regard in particular to:**

The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;

Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it;

Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity which participation by such persons is disproportionately low.

2. Impact on Crime and Disorder:

2.1. The *Serving Hampshire* Plan supports reduced crime and disorder through priority 2 – *People in Hampshire live safe, healthy and independent lives.*

3. Climate Change:

3.1. Priority 3 within the *Serving Hampshire* Plan states that *People in Hampshire enjoy a rich and diverse environment.* This will be achieved by conserving and using natural resources efficiently, protecting and improving Hampshire's environment and quality of life, and maintain the unique character of the county.

Appendix one: sources of internal and external validation

The following table sets out the results of external and internal assessments and validations which apply to the County Council during quarters one and two of 2017/18.

Children's Services			
Assessment title	Area	External/internal	Latest judgement
Inspection of services for children in need of help and protection, children looked after and care leavers	Full children's social care inspection	External - Ofsted	Overall <i>Good</i> 2014
Inspection of children's homes	Residential care homes inspection	External - Ofsted	Individual for each care home – reports are online at https://reports.ofsted.gov.uk/
Joint Targeted Local Authority Inspection	Front door and thematic inspection looking at an aspect of children's social care and agency working	External – Ofsted, Her Majesty's Inspectorate of Constabulary, Care Quality Commission, Probation	No overall judgement given but positive letter of findings published February 2017: https://www.justiceinspectorates.gov.uk/hmic/publications/joint-targeted-area-inspection-of-the-multi-agency-response-to-abuse-and-neglect-in-hampshire/
School Inspections	Inspections of schools	External - Ofsted	Ongoing - as at February 2017, 90% of schools remain <i>Good</i> or <i>Outstanding</i> by Ofsted
External moderation of Innovation programme	External moderation of Family Intervention Team as part of the innovation programme	External – Department for Education	Department for Education report published in March 2017 shows an increased level of family engagement through the programme, from below 30% beforehand to 70% with the introduction of the Family Intervention Team. DfE report can be found at https://www.gov.uk/government/publications/social-care-innovations-in-hampshire-and-the-isle-of-wight .
Restorative Justice Council's Restorative Services Quality Mark	Youth Offending Team	External	Restorative Services Quality Mark awarded

Adults' Health and Care			
Residential Adult Social Care Services Inspection	Inspection of in house provided services <ul style="list-style-type: none"> - All Residential & nursing Homes - Community Response Team (at home reablement service) 	External – Care Quality Commission	Ranges from <i>Outstanding to Inadequate</i> All CQC ratings of services provided by Hampshire County Council can be found at http://www.cqc.org.uk/provider/1-101663766 .
Economy, Transport and Environment			
Accreditation to ISO9001:2008		External	Maintained
Culture, Communities and Business Services			
UKAS Accreditation	Hampshire Scientific and Asbestos Management services following an annual assessment	External – UKAS (UK Accreditation Service)	UKAS provide accreditation that Hampshire's asbestos testing and inspection activities are conducted to the standard set out in ISO 17020 and 17025. The County Council was last assessed by UKAS in October 2016 (accreditation retained) http://documents.hants.gov.uk/health-and-wellbeing-board/Asbestos.pdf
Adventure Activities Licensing Services (AALS) Inspection -	Hampshire Outdoor Centres	External – Adventure Activities Licensing Authority	Calshot Activities Centre. Inspection 17 May 2017. Validation expires 18 July 2019 Hampshire & Cass Foundation Mountain Centre. Validation expires 29 June 2018
Learning Outside the Classroom (LOtC)	Hampshire Outdoor Centres	External	Calshot Activities Centre. Issued 5 June 2017, expires 5 June 2019
Adventuremark	Hampshire Outdoor Centres	External	Calshot Activities Centre. Issued 5 June 2017, expires 5 June 2019 Tile Barn Outdoor Centre. Expires 7 May 2018
British Canoeing Quality Mark	Hampshire Outdoor Centres	External	Calshot Activities Centre. Inspection 14 August 2017. Annual

Appendix 1:

			validation expires 31 December 2017
Royal Yachting Association (RYA)	Hampshire Outdoor Centres	External	Calshot Activities Centre. Inspection 11 July 2017. Annual validation expires 31 January 2018
National Indoor Climbing Award Scheme (NICAS)	Hampshire Outdoor Centres	External	Calshot Activities Centre. Annual validation expires 31 May 2018
Green Flag Awards	Outdoor accreditation for a variety of areas	External	Award maintained for all parks in 2017. Awards are received during Q1 / Q2 on staggered basis.
General Register Office – Stock and Security Audit	Registration –provides assurance to the GRO Compliance and Performance Unit	External	Latest report to GRO was received in April 2017.
Hyperactive Children’s Support Group (HACSG)	HC3S annual assessment to retain accreditation for removal of specific additives in primary school meals	External	Accreditation has been maintained, with the last update in November 2016
Environmental Health Officers assess the kitchens on a regular basis	HC3S	External	EII Restaurant and Coffee Shop was accredited by Allergy UK for their Allergy Aware Scheme in January 2017 (https://www.allergyuk.org/get-help/eating-out)
Annual kitchen audits	HC3S internal audit covering various aspects of catering operation i.e. health and safety, training, finance	Internal	Healthy Kitchen Assessments (HKA’s) are undertaken throughout the year and records are held of all those completed per academic year, Sept to Aug. For Sep 16 to Aug 17 there were 453 HKA’s completed. We have now started another log for HKA’s undertaken Sep 17 to Aug 18. EII Restaurant and Coffee Shop was accredited by Allergy UK for their Allergy Aware Scheme in January 2017

Appendix 1:

European Notified body Status for Non-automatic Weighing machines	Trading Standards	External - European Notified body Status for Non-automatic Weighing machines	Status maintained (reported to Regulatory Delivery at BEIS)
Corporate Services			
Accreditation to ISO20000 Service Management and ISO27001 Information Security for IT services	IT services	External	Maintained
Accreditation to ISO90001	Audit services	External – Institute of Internal Auditors	Maintained
Public Sector Internal Audit Standards	Audit services	External - Institute of Internal Auditors	Fully complaint
Travellers audit	Audits of insurance claim handling by Legal Services	External – Travellers (insurance)	Excellent rating
Data protection audit report	Data Protection	External - Information Commissioner's Office	High Assurance
Lexcel inspection – law Society's standard for legal practice	Legal Services	External - Lexcel	Maintained accreditation
Matrix award	Hampshire County Council's Careers and Employability Service	External	Quality accreditation awarded in recognition of the organisation's high standards in providing education and careers advice and guidance for young people – Awarded in March 2017

Appendix two: corporate performance measures

This appendix set out the corporate performance measures by department and strategic priority within the *Serving Hampshire* Strategic Plan. There are currently a total of 48 measures, of which 33 (69%) are new measures for 2017/18.

Some of the measures listed are only reported on annually and, as a result, are not included within this performance report.

Measures will be kept under review and updated in line with departmental and corporate requirements.

Adults' Health and Care

Outcome two: people in Hampshire live safe, healthy and independent lives

- Number of clients aged 65 or over in a permanent residential or nursing care placement as of the last day of the quarter
- Number of clients aged 18-64 in a permanent residential or nursing care placement as of the last day of the quarter
- Number of days people were delayed within an acute hospital due to County Council Adult Social care (based on the monthly delayed transfer statistics published by NHS Digital. Outturn will be based on the performance of the last month in the quarter being reported)
- Percentage of clients who received a commissioned service from Adults' Health and Care following hospital that started reablement (bed and home based) (figure will be based on the last month in the quarter)
- Percentage of calls resolved at first point of contact by the Contact Assessment and Resolution Team (target 70% of calls not passed on to teams)

Outcome four: Hampshire enjoys strong, inclusive communities

- Percentage of adult carers who have as much social contact as they would like (Based on BIENNIAL national carers survey)
- The percentage of clients who felt they had control over their daily lives (ANNUAL National user survey)

Culture, Communities and Business Services

Outcome one: Hampshire maintains strong and sustainable economic growth and prosperity

- Number of properties which have been given access to superfast broadband

Outcome two: people in Hampshire live safe, healthy and independent lives

- Monies recovered by Trading Standards on behalf of vulnerable residents
- HC3S School Meal Take Up at Primary Schools

Outcome three: Hampshire enjoys a rich and diverse environment

- CO2 Emissions from Local Authority operations
- Number of visitors to principle countryside sites

Children's Services

Outcome one: Hampshire maintains strong and sustainable economic growth and prosperity

- Percentage Level 2 and Level 3 educational achievement at age 19
- Percentage Not in Education, Employment or Training (NEET)
- Percentage Good Level of Development

Outcome two: people in Hampshire live safe, healthy and independent lives

- Percentage of children achieving the expected standard in reading, writing and maths combined at KS2
- GCSE measures - new percentage basics measure and new percentage Attainment 8
- percentage of disadvantaged pupils attaining the Basics and Attainment 8 measures
- Percentage of first assessment timeliness within 45 days
- Percentage of cases where child is seen in accordance with timescales specified within Child Protection Plan (14 days)

Corporate Services

Outcome one: Hampshire maintains strong and sustainable economic growth and prosperity

- Variance from the County Council's projected revenue budget (£ thousands)
- Working hours lost to sickness absence in the previous 12 months
- Delivery of Transformation to 2019 efficiencies

Outcome four: Hampshire enjoys strong, inclusive communities

- Number of level one and two complaints submitted electronically
- Time taken to resolve complaints

Economy, Transport and Environment

Outcome one: Hampshire maintains strong and sustainable economic growth and prosperity

- Percentage of the County Council's highway network requiring maintenance
- Public satisfaction with highway maintenance

- Value of Capital Programme spend associated with new or enhanced road infrastructure
- Value of Capital investment secured in year through bidding and other development activities
- Number of jobs created or safeguarded by businesses HCC has supported.
- Value of private sector investment into Hampshire secured as a result of the County Council's direct support
- Time taken to decide major planning applications
- Customer satisfaction with Environment Services delivered as part of the service level agreements

Outcome two: people in Hampshire live safe, healthy and independent lives

- Number of people killed or seriously injured on Hampshire roads
- Trend - Number of people killed or seriously injured on Hampshire roads
- Trend - Number of cyclists killed or seriously injured on Hampshire roads
- Trend - Number of elderly drivers killed or seriously injured on Hampshire roads

Outcome three: Hampshire enjoys a rich and diverse environment

- Percentage of municipal waste sent to landfill
- Waste produced per household
- Municipal recycling rate
- Satisfaction with service received in HWRCs
- Tonnes of waste managed by the County Council per annum
- Tonnes of waste collected in HWRCs
- Percentage of waste recycled in HWRCs
- Percentage of waste landfilled in HWRCs

Appendix three: Q2 2017/18 key performance achievements

Serving Hampshire priority	Achievement
Outcome one: Hampshire maintains strong and sustainable economic growth and prosperity	The County Council has secured £12.9 million funding from Highways England which, together with a £6.6 million investment from the County Council, will enable improvements to Junction 9 of the M27 and Parkway South Roundabout, Whiteley.
Outcome two: people in Hampshire live safe, healthy and independent lives	The County Council, Hampshire Constabulary and the PA Consulting Group- led Argenti Care Technology Partnership have launched the GPS Tracker Scheme, providing an innovative way to help elderly people stay safe. The number of missing person 'episodes' for people taking part in the scheme has more than halved.
	The Driver Skills Scheme 60+ has been recognised nationally, featuring on BBC's <i>The One Show</i> , as well as the BBC's online magazine earlier this year. The scheme provides a free, voluntary confidential skills appraisal to help people stay safe on the road for as long as possible.
	As part of the Argenti Telehealthcare Partnership, the County Council has become the first local authority to pilot a customised version of Amazon's Echo device to help support more people to live independently – for example, by reminding people to stay hydrated and encouraging residents to keep fit by suggesting local walking routes of different length. The pilot is expected to launch by the end of the year and run throughout 2018.

Serving Hampshire priority	Achievement
	<p>The County Council has introduced a new reablement service at the Hampshire Hospitals NHS Foundation Trust in Basingstoke, the first of its kind in the county. The <i>Firs</i> is specially adapted accommodation for up to 17 people, located within the hospital site. The service enables discharged patients who may still be frail and not confident to return home to recuperate with expert support from social care staff. Service users receive tailored, short term reablement for between 5 and 21 days, enabling them to return to their own homes safely, as quickly as possible.</p> <p>This additional capacity has helped to reduce the number of delayed hospital discharges by supporting more effective patient flow and discharge through improved multi professional and multi-agency working. In August the number of acute hospital day delays attributed to Adult' Health and Care Services reduced by 445 days compared to July.</p> <p>Hampshire continues to deliver high standards of care to the children in that it looks after. All Children's Homes operated by Hampshire County Council which have undergone inspections so far in 2017/18 have been rated as Good by Ofsted. In addition, all three Respite Homes operated by the County Council are also rated as Good by Ofsted. Hampshire County Council's Secure Children's Home requires improvement to be rated as Good.</p> <p>Provisional A-level results indicate that Hampshire students outperformed the national average. The percentage of A Level entries at Grade A*/A increased to 26% - an increase of one percentage point from 2016, and above last year's national average of 23%.</p> <p>98% of parents were offered a place for their child in one of their three preferred schools (compared to 97% last year), with 91% receiving their first choice of school (up from 83% last year). Of pupils transferring from Infant to Junior school, almost 99% received a place at one of preferred schools – with 97% obtaining a place at their first choice school (consistent with the previous year).</p>
Outcome three: People in Hampshire enjoy a rich and diverse environment	<p>The Country Parks Transformation Programme successfully secured £2.85 million grant funding from the Heritage Lottery and Big Lottery Funds. Funding will be used across a range of heritage and conservation improvement programmes.</p> <p>CO2 emissions from local authority operations have fallen to 83,992 tonnes in 2016/17 from 86,684 the previous year, keeping the County Council on track to meet its target of 79,080 by 2025.</p>

Serving Hampshire priority	Achievement
	<p>All five of Hampshire's Country Parks have maintained their Green Flag award in 2017. This international award, now into its third decade, is a sign to the public that Lepe, Manor Farm, Queen Elizabeth, Royal Victoria and Staunton country parks boast the highest possible environmental standards.</p> <p>The level of municipal waste sent to landfill over July and August 2017 was 4.4%. This was better than the target of 5% and an improvement on the 5% level of municipal waste sent to landfill achieved in 2016/17, helping the County Council to minimise the use of landfill sites and the landfill tax charges that it would have otherwise needed to pay. Waste which is not landfilled is disposed of via recycling, reuse and composting.</p> <p>Property Services has secured further £2.8 million funding for energy programmes, including LED Lighting, Electric Vehicles and Battery Technology, which will deliver at least £450k of revenue savings.</p>
Outcome four: people in Hampshire enjoy being part of strong, inclusive communities	<p>Hampshire's Supporting Families Programme identified or engaged 2,934 families during Phase Two by September 2017. By 2020, the programme aims to support 5,540 families - more than double the number supported during the first phase of the scheme, and Hampshire is currently on track to meet this target. Southampton Solent University has been commissioned to undertake an independent evaluation of the second phase of the programme.</p> <p>In March 2017, the Department for Education published an independent evaluation of the Hampshire and Isle of Wight Innovation Programme evidencing: an increase in social worker time spent with families from 34% to 58%; estimated notional savings through increased productivity of social workers of £9k per social worker; and an increase in the initial engagement of families from 30% to 70% as a result of the new Family Intervention Team.</p>

Appendix four: Inclusion and Diversity Standards Framework and Governance

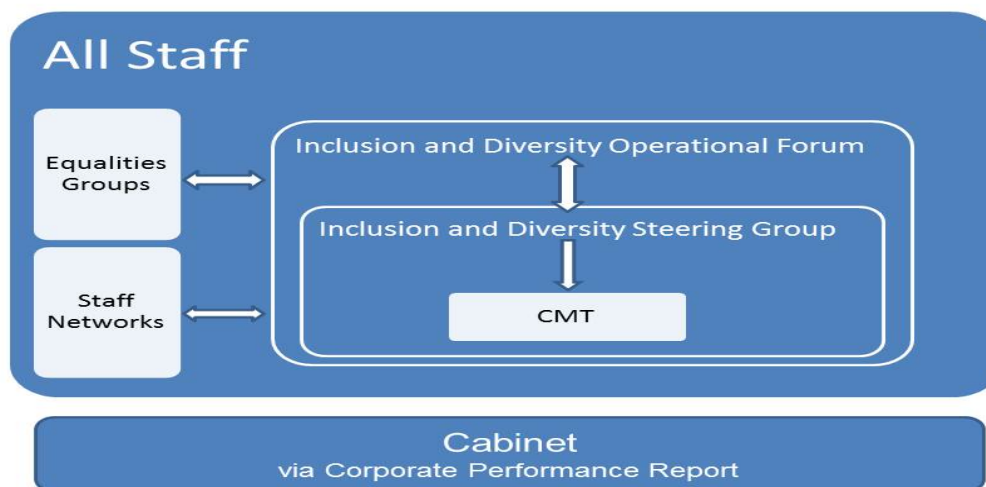
Inclusion and Diversity Standards Framework

1. The Inclusion and Diversity Standards Framework is intended to:
 - reinforce the County Council's commitment to the pursuit of equality and inclusion, and the intrinsic value of treating employees and service users fairly;
 - support the County Council to remain compliant with equalities legislation;
 - provide a corporate tool for reviewing and driving improved performance on matters relating to inclusion and diversity, as part of the County Council's corporate Performance Management Framework.
2. The Framework comprises 14 aspirational standards under three key headings as follows:
 - **Awareness and understanding of equalities considerations, particularly in relation to the County Council's workforce** – focused on the extent to which the County Council supports the diversity and inclusion of its workforce
 - **Policies and decisions** – centred on the degree to which equality considerations are taken into account in policy development and decisions
 - **Service delivery** – concentrated on the measure to which services are inclusive of all Hampshire residents and support strong, inclusive communities.
3. The Standards Framework has been developed within input from the County Council's employee networks and wider staff, and externally validated by [Inclusive Employers](#) - an-independent membership organisation for employers seeking to build inclusive workplaces.

Inclusion and diversity governance arrangements

4. Revised governance arrangements have been established to oversee and drive forward the County Council's work relating to inclusion and diversity. These are summarised below:

Inclusion and Diversity Standards Framework and Governance



<u>Body</u>	<u>Role</u>
Cabinet	Annual equalities statement is reported to Cabinet through the corporate performance report. This is scrutinised by the Policy and Resources Select Committee. Cllr Joy is the Executive Lead Member for Equalities.
CMT	CMT receives progress reports from the Steering Group as required. CMT review the Annual Equalities Statement prior to Cabinet.
Inclusion and Diversity Steering Group	The Group provides updates to, and receives escalated issues from, the Operational Forum. The Steering Group reports progress, and escalates issues to CMT as required. This Group is chaired by the Chief Executive.
Inclusion and Diversity Operational Forum	The Forum receives information from, and escalates issues to, the Steering Group. The Forum considers updates and issues escalated from wider groups and networks, and resolves, where possible. The Forum is chaired by the Corporate Equalities Lead.
Equalities groups and staff networks	Wider equalities groups and staff networks receive information from, and escalate issues to, the Operational Forum.
All staff, including allies and role models	All staff feed into, and support, the County Council's work on inclusion and diversity, recognising that equalities is everyone's business.