

## **Appendix E**

### **Equality Objectives 2020-2024**

The following six objectives are proposed to be approved by Cabinet on 21<sup>st</sup> October 2020 as follows:

- 1. Ensuring that equalities policies and procedures are applied consistently and sensitively across the Council.**
  
- 2. Ensure that the Council's workforce, including senior leadership, are representative of the wider population and to report on how well the Council is achieving this.**
  
- 3. Ensure that senior management take the lead in promoting equality and provide a model of behaviour for embedding and championing these values throughout the organisation.**
  
- 4. Remove silos within Council to encourage knowledge sharing, resource sharing and the development of best practice to support staff and our most vulnerable residents achieve the best outcomes in life.**
  
- 5. Ensuring services better meet the needs of or residents, with a focus on residents with protected characteristics, through taking feedback and using this as part of service improvement and development.**
  
- 6. Ensuring that managers receive training to enable disabled staff, including those with "invisible" disabilities, to be supported in their roles and develop their careers. Managers should also promote this understanding through their teams to allow those with disabilities to feel supported by all staff.**

## **Actions to deliver the Equality Objectives 2020-2024**

The actions beneath each objective are intended to deliver the Equality Objectives as required under the council's Public Sector Equality Duty.

This will complement the wider Equality and Equity action plan which will be submitted to Cabinet in November 2020.

### **Equality Objective 1:**

**Ensuring that equalities policies and procedures are applied consistently and sensitively across the Council.**

- a. The development of a Champion model to take the SMART Objectives forward of the Council Equalities Action plan. This will also enable the Champions to bring up any live issues and drive new initiatives forward.
- b. Council equalities newsletter, to encourage the difficult conversations around Equality. This could be primarily focused on educating on specific issues but also provide a platform for our networks to have a say and update on their current work.
- c. Ensure that managers take up equalities training and review their knowledge on a yearly basis.
- d. Ensure that I:Is and PRADs incorporate equalities, both allowing staff to bring up their specific issues and to improve their knowledge of issues to better support their colleagues and staff they manage. This would also be an opportunity to for managers to have more open conversations about their development within the organisation and skills. This could also be an opportunity to have a topic of the month, to encourage learning of Equalities.

### **Equality Objective 2:**

**Ensure that the Council's workforce, including senior leadership, are representative of the wider population and report on how well the Council is achieving this.**

- e. To make recruitment more inclusive and attract a wider range of talent through less restrictive essential Person Specification criteria, unless absolutely required for role. (Preferred specific experience can be in the "desired" category.) Also, to ensure that Job Descriptions and Person Specifications are written without Jargon and with the thinking of an applicant which may be outside of the organisation.
- f. Ensuring there is genuine flexible working with all appropriate roles being promoted as flexible (including home working, job share and compressed hours) and monitor job adverts to ensure of this. Senior management need to actively encourage this culture change throughout the organisation.

- g. To work with our job centres and GLLaB to ensure opportunities are signposted to our residents to ensure our workforce is representative of the Greenwich Borough population.
- h. To publish information on new hires and leavers within the organisation as part of the existing HR dashboards.
- i. To develop directorate level dashboard reporting on key indicators quarterly, such as staff workforce breakdown by ethnicity, disability, gender etc. To have specific grade breakdown by protected characteristics to understand if there is inequality within the organisation.
- j. To create a culture of measuring and rewarding “outputs” rather than presenteeism. Re-thinking what we value as an organisation to become a more flexible and future proof employer.

### **Equality Objective 3:**

**Ensure that senior management take the lead in promoting equality and provide a model of behaviour for embedding and championing these values throughout the organisation.**

- k. Senior level management to undertake equalities training and any other relevant training. Senior management to actively shape their services based upon these values.
- l. To encourage open communication and knowledge sharing, for directorates to share a monthly newsletter to better inform the directorate of wider work within the directorate and get to know other teams they may not be in contact with. This would also enable lower graded staff to be better informed of work and policy decisions that are taking place at higher levels. This will develop a better sense of community and let staff feel more a part of the wider organisation.

### **Equality Objective 4:**

**Remove silos within Council to encourage knowledge sharing, resource sharing and the development of best practice to support staff and our most vulnerable residents achieve the best outcomes in life.**

- m. To develop a knowledge bank within each team to be shared within the team but also outside of the team so that best practice can be shared.
- n. Encourage team members to shadow and take on roles for career development and to improve knowledge sharing. This could also go outside of the team to enable better reduction of silos and improve resource sharing.
- o. To consider what information and best practice we could share with our partner organisations to support their work in providing for our residents. This can include encouraging our partner organisations to sign up to schemes to ensure they are a good employer e.g. the Good Works Standard.

### **Equality Objective 5:**

**Ensuring services better meet the needs of our residents, with a focus on residents with protected characteristics, through taking feedback and using this as part of service improvement.**

- p. To develop a consistent approach to equalities monitoring as an organisation which is inclusive and reflective of our residents in Greenwich. This will allow for monitoring and compliance.
- q. Publish, where we have asked for resident opinions, a report outlining the actions taken based upon feedback with a timeframe for the delivery of these actions. Also, a “You said, We did” could be part of Greenwich Info emails and the paper edition.
- r. Ensure EIA are completed to ensure that services are inclusive for all.
- s. Review EIA process to ensure it is a useful corporate tool with learning shared corporately.

### **Equality Objective 6:**

**Ensuring that managers receive training to enable disabled staff, including those with “invisible” disabilities, to be supported in their roles and develop their careers. Managers should also promote this understanding through their teams to allow those with disabilities to feel supported by all staff.**

- t. All manager to receive training to support staff with disabilities, including “invisible” disabilities, and will be asked to refresh this yearly as part of equalities training specifics.
- u. Inform staff of “invisible” disabilities and what they can do to support their colleagues who have them through Equalities newsletters as well other directorate newsletters.
- v. HR to develop guidance to enable managers to ask appropriate questions to establish support that a disabled member of staff may need relating to their disability to enable them to succeed in their role but also as part of their career development.
- w. A central HR pot for reasonable adjustments to reduce bias when employing potential disabled candidates. The purpose of any adjustment is to alleviate disadvantage faced by disability.
- x. Provide the option for “on the job” interviews for those with disabilities. This is due to previous discrimination leading to these individuals having less work experience than those without disabilities so would be disadvantaged in a traditional hiring process.