

Equality and Equity Action Plan

March 2021

Equality and Equity Action Plan

Overview

The Equality and Equity action plan:

1. Provides an overview of both the Equality and Equity Charter and Equality Objectives
2. Recommends the creation of a Royal Greenwich Equality Network to support further dialogue with our communities
3. Provides an assessment of the organisation's current position using the Local Government Association's 'Equality Framework for Local Government'
4. Establishes the Processes and Structures the organisation will use to manage, develop and report on the Equality Objectives and Actions
5. Produces a high-level work plan for each Objective and Action including detail on:
 - Who the delivery lead for an action is
 - The indicators that will be used to measure performance (indicators to be reviewed and refined during the delivery of objective)
 - The time frame in which it will be delivered
 - The next steps in delivery

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Equality and Equity Charter

What is it?



Our Equality and Equity Charter is our pledge to ensure our borough is a fair, safe, accessible and inclusive place for people of all backgrounds to feel they belong, succeed and thrive



The Charter outlines our guiding principles and helps us to lead by example as a champion for equality and equity in Royal Greenwich and beyond

The Charter was developed collaboratively and in consultation with our staff, Councillors and local community

The consultation received over 750 responses, these were overwhelmingly positive and supportive

In October the Charter was formally agreed by our Cabinet setting out our guiding principals in regards to equality and equity

FAIRER SAFER ACCESSIBLE INCLUSIVE

Royal Borough of Greenwich Equality and Equity Charter

Everybody counts – a pledge for equality across Royal Greenwich

Royal Greenwich is a vibrant borough with a growing diverse population. We share an ambition to create a fairer, safer, accessible and inclusive borough where everyone feels they belong, has a voice and an equal opportunity to succeed and thrive.

We are committed to making a real difference by:

- making Royal Greenwich a welcoming borough where everyone feels they belong
- inspiring trust and confidence in all the borough has to offer
- recognising, valuing and celebrating diversity
- listening to and understanding the diverse needs of all people
- building good relations and understanding between people
- creating a fairer borough through promoting inclusion, participation and equal access
- challenging discrimination, harassment, bullying, hate crime and victimisation
- eliminating barriers, encouraging a growth mindset, raising aspirations and creating opportunities for growth beyond limit.

As an organisation we will:

- actively promote equality
- work with partners and the community to make our information, services and products more accessible and inclusive
- put equal opportunity at the heart of our recruitment, employee development and service delivery
- continually review the diversity of our workforce and ensure it's representative of our local community across all levels
- address all allegations of discrimination, harassment, bullying and victimisation
- promote good relations between people from different backgrounds
- share good equality practice with our partners
- measure and share our progress and success.

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- ▶ share good equality practice with our partners
- ▶ measure and share our progress and success.

Creation of a Royal Greenwich Equality Network

We want to ensure that we continue to develop and build on the pledges in our Equality and Equity Charter. Communication and engagement with the wider Royal Greenwich community will be key in doing this. Therefore a key action of this plan is to establish a Council-enabled but community-led Royal Greenwich Equality Network.



Royal Greenwich Equality Network



- The Network will be a community of organisations and individuals who may represent, support or work with different communities. It will link to, build on and establish where necessary channels to enable all individuals with protected characteristics to have an effective voice.
- The Network will be a space to enable groups to collectively discuss specific equalities related issues (for example the BAME network, to engage upon potential service changes).
- The Network will explore having a digital space that could enable effective and efficient information sharing and communication to promote shared learning and accessibility to the network.
- Every year the Network will hold an AGM where the current issues and challenges can be discussed, best practice and learning shared.

The Network chaired by the Cabinet Member for Culture, Communities and Equalities, Cllr Adel Khaireh and will be developed further over the spring/summer in consultation with our communities

Equality Objectives

What are they?



➤ The Equality Act 2010 brings together 116 separate pieces of legislation to provide a legal framework to protect the rights of individuals and promote equal opportunity for all.

➤ Section 149 of the Act sets out the Public Sector Duty, which outlines our role in promoting equality, tackling discrimination and harassment, fostering good relations and integrating equality into our day-to-day business.

➤ **As a local authority, we are subject to specific duties under the Equality Act to help us comply with the Public Sector Equality Duty. To meet our legal duty, we must:**

- **Prepare and publish Equality Objectives at least every 4 years – these must be specific and measurable**
- **Publish equality information at least once a year to show how we've complied with the Equality Duty**

➤ Since 2012, we have set new Objectives every four years, from 2012-2016 and 2016-2020. Consultation took place in January – February 2020 with Councillors, Trade Unions, Staff and external advisory groups to inform the priorities for the new set of Objectives for 2020-2024.

➤ The new Equality Objectives were developed in line with our principles that are set out in the Equality and Equity Charter.

Equality Objectives

What our are Equality Objectives for 2020-2024 (Agreed by Cabinet in October 2020)



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.

Establishing Our Current Position

Local Government Association's Equality Framework for Local Government

The 'Equality Framework for Local Government' is the industry standard for local authorities who want to review and improve their performance for people with characteristics protected by the Equality Act 2010.

The framework breaks down into 4 modules with themes for each (shown below). For each of these themes there are criteria and indicators that are used to place the organisation in one of three levels: Developing, Achieving and Excellent. The performance for each theme might vary for different protected characteristics.

Understanding and Working with your Communities	Leadership and Organisational Commitment
Collecting and sharing information	Leadership
Analysing and using data and information	Priorities and working in partnership
Effective community engagement	Assessing equality impact in policy and decision taking
Fostering good community relations	Equality objectives and annual reporting
Participation in public life	Performance monitoring and scrutiny
Responsive Services and Customer Care	Diverse and Engaged Workforce
Commissioning and procuring services	Workforce diversity
Integration of equality objectives into service planning	Inclusive strategies and policies
Service delivery	Collecting, analysing and publishing workforce data
	Learning and development
	Health and wellbeing

Our Current Position

Below is the initial assessment of the current position of the Council against the themes set out in the LGA's Framework. It highlights the areas where we are performing well, and where further improvement is needed. In addition the table also maps where the agreed Equality Objective link to this Framework.

Understanding and Working with your Communities			Leadership and Organisational Commitment		
Theme	Level	Equality Objective	Theme	Level	Equality Objective
Collecting and sharing information	Developing	4/5	Leadership	Developing	3
Analysing and using data and information	Achieving	2	Priorities and working in partnership	Developing	4/5
Effective community engagement	Developing	5	Assessing equality impact in policy and decision taking	Developing	5
Fostering good community relations	Achieving	5	Equality objectives and annual reporting	Achieving	5
Participation in public life	Achieving	5	Performance monitoring and scrutiny	Achieving	5

Responsive Services and Customer Care			Diverse and Engaged Workforce		
Theme	Level	Equality Objective	Theme	Level	Equality Objective
Commissioning and procuring services	Developing	5	Workforce diversity	Developing	2
Service delivery	Developing	5	Inclusive strategies and policies	Developing	1
Integration of equality objectives into service planning	Developing	5	Collecting, analysing and publishing workforce data	Achieving	2
			Learning and development	Achieving	1/3/6
			Health and wellbeing	Developing	6

Managing & Monitoring Delivery

Formation of Internal Officer-led Equality, Diversity and Inclusion Steering Group

- Delivery of the Equality Objectives is a corporate responsibility, it will require action from all Council departments in some way. However, this will still require co-ordination, oversight and leadership.

Therefore this Action Plan proposes the formation of an internal Officer-led Equality, Diversity and Inclusion Steering Group

- This corporate group will be responsible for monitoring, reviewing, reporting and overseeing the delivery and further development of the Equality Objectives.
- The EDI Steering Group will be chaired by a Member of GMT and include membership from service's responsible for leading delivery of objectives. In addition, the group will have representation from each of the Staff Networks and become a key interface with these networks, working with them to review and further develop their role in the wider organisation.
- The group will meet quarterly to review delivery progress. In addition, they will periodically review the current position of the organisation against the LGA's Equality Framework for Local Government to identify areas where further development is required.

Managing & Monitoring Delivery

Governance and Reporting

Formal Reporting of Progress

- The EDI Steering Group will produce an annual Equality Objectives Update Report for Cabinet and Overview and Scrutiny. This report will summarise the performance in terms of delivery of the objectives and the overall performance of the organisation against the LGA framework
- It will contain the relevant qualitative and quantitative data needed to evidence progress, including a refreshed set of Headline Equality Measures to reflect our current position and new Objectives

Membership of Steering Group

GMT Member - *Chair*

Member of Corporate Senior Managers – *Deputy Chair*

Assistant Director Human Resources

HR Workforce Development Lead

HR Recruitment Lead

HR Workforce Data Lead

Internal Communications Representative

Continuous Improvement Representative

Staff Network Leads

Membership will continue to be reviewed and will be added to at the Chair's discretion as required

Aligning the Equality Steering Group and Royal Greenwich Equality Network

Through the development of the Royal Greenwich Equality Network (over the Spring/Summer of 2021) we will ensure that there is strong alignment between the Council Led Internal EDI Steering Group and Community Led Royal Greenwich Equality Network

Aligning these groups will ensure that information and views are easily shared between both the Council and our Communities to further advance this agenda

Council Led

Community Led

Internal EDI Steering Group

Royal Greenwich Equality Network

Role

Role

- To monitor, review, report and oversee the delivery and further development of the Equality Objectives and Action Plan
- To periodically review the current position of the organisation against the LGA's Equality Framework for Local Government to identify areas where further development is required
- To become a key interface with the Staff Networks, working with them to review and further develop their role in the wider organisation
- To produce an annual Equality Objectives Update Report for Cabinet and Overview and Scrutiny

- To be an informal space that helps us as a community understand the diverse needs and perspectives of our communities
- To be a space that enables groups to collectively discuss specific equalities related issues (for example the BAME network and to engage upon potential service changes)
- To hold a meeting every year where the current issues and challenges can be discussed, best practice and learning shared
- Council-enabled but community-led

Equality Objective Workplans

For each of the six objectives shown below, there now follows three slides for each describing *the Why, the What and the How?*

Objective	Page
1. Ensuring that equalities policies and procedures are applied consistently and sensitively across the Council.	15
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.	18
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.	21
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.	24
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.	27
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.	30

Equality Objective 1

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

The focus of this Objective is to improve our understanding and use of equality policies and procedures to ensure staff at all levels are empowered to use them appropriately



- During consultation, we received feedback from staff that our use of equality policies and procedures vary widely. In particular, staff felt that managers often did not use these policies and procedures consistently or correctly. These staff said this often led to confusion, different outcomes and uncertainty over how these policies and procedures should be applied.



- These comments were made in relation to a number of policies and procedures – and included our use of tools which may inform our decisions around services and services users, such as Equality Impact Assessments and Equality Monitoring.
- In addition, staff felt that internal policies centred on inclusive working practices, such as flexible working, and career development, such as secondments, were also used inconsistently.



- This signals that as an organisation we need to strengthen our understanding and application of our equality policies and procedures. While we have comprehensive guidance to enable services to self-serve, we recognise that more can be done to ensure our policies and procedures (e.g. procurement) are used sensitively, appropriately and consistently. The LGA Framework provides a strong basis for defining our relevant equality policies and procedures and how they are applied.



- Staff at all levels need to be supported and empowered in using equality policies and procedures are mainstreamed effectively, from an organisational-wide foundational level to fluency in senior managers.

Charter pledge: Creating a fairer Borough through promoting inclusion, participation and equal access

Equality Objective 1

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

To achieve this, we will

IA Investigate and develop 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.

IB Develop and trial a 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

IC Ensure that managers take up equalities training and review their knowledge on a yearly basis.

ID 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.

Equality Objective 1

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

Work Plan for SMART Actions

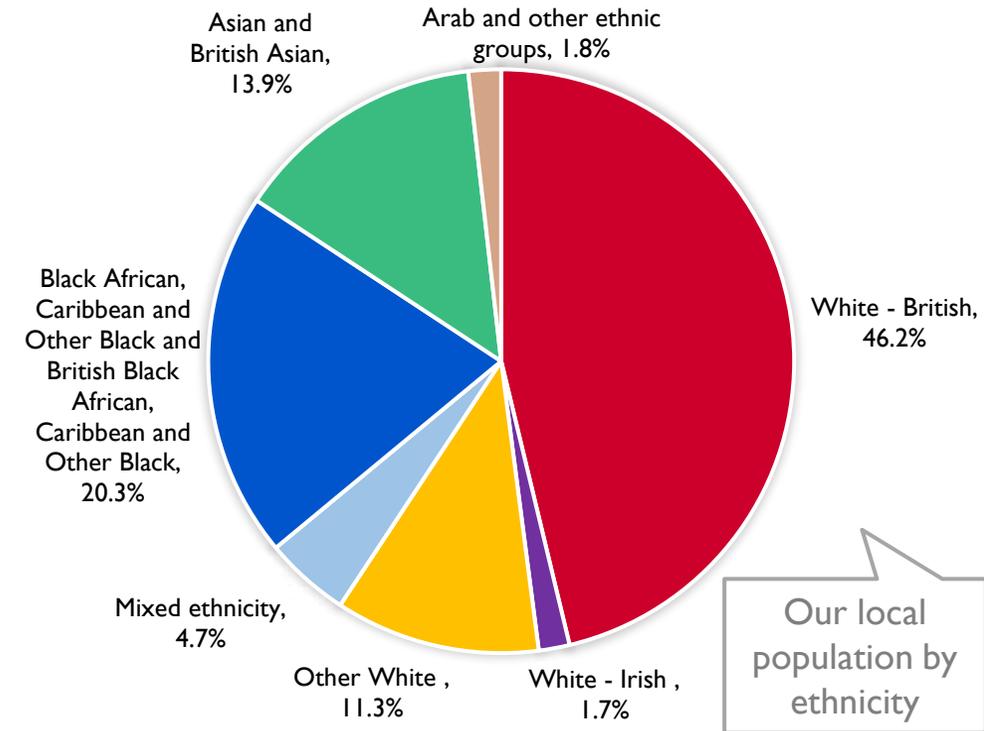
Action	Delivery Lead	Next steps	Indicators / Success Measures	Time frame Short – 1 year Medium – 2/3 years Long – 3/4 years
IA	CI and HR	<ul style="list-style-type: none"> Develop proposal for Champion Model including review of best practice 	<ul style="list-style-type: none"> Development and implement Champion Model Number of Champions signed up 	Medium
IB	CI and HR	<ul style="list-style-type: none"> Review best practice research and develop the concept for an internal equalities newsletter including detail on frequency, content, ownership and channel 	<ul style="list-style-type: none"> Development of internal newsletter Feedback from readers 	Medium
IC	HR	<ul style="list-style-type: none"> Critical review of current Equalities training 	<ul style="list-style-type: none"> Percentage of managers who have completed equalities training Feedback from managers on training 	Medium
ID	HR	<ul style="list-style-type: none"> Review current practice and research best practice 	<ul style="list-style-type: none"> Feedback from staff and managers on reviewed PRADs and 1:1 procedure as a means of discussing equalities issues 	Medium

Equality Objective 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

The focus of this objective is to ensure the organisation can demonstrate movement towards greater diversity in its workforce profile compared with previous years, including increasing the levels of previously under-represented groups at all levels of the organisation.

- In 2019/20, 32.7% of the Council's workforce were from ethnic minority backgrounds, falling to 28.5% for the top 5% of earners. In comparison, 40.8% of our local population are BAME (*GLA, London Data Store, Greenwich profile, 2019*)
- In 2019/20, 4.9% of staff (191 out of 3,868) identified themselves as having a disability. This also falls for the top 5% of earners, where 2.1% identify as disabled. Estimates on the percentage of residents who are disabled are harder to measure, data from the ONS in 2019 estimates that between 13-17% of our Borough's working age population are disabled (*ONS, Annual Population Survey and Family Resource Survey, 2019*).
- While this representation of staff is in line with many other organisations and experienced nationally, there is further work to be done to improve our organisation's workforce to ensure it is more representative of the population it serves.
- In previous reporting, the focus has been on ethnicity and disability. While these are still a priority, we also need to improve our understanding of how other groups with protected characteristics are represented and supported within our organisation.



Charter pledge: Continually review the diversity of our workforce and ensure its representative of our local community across all levels

Equality Objective 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

To achieve this, we will

2A

Make recruitment more inclusive and attract a wider range of talent through less restrictive essential Person Specification criteria, 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

2D

To publish information on new hires and leavers within the organisation as part of the existing HR dashboards.

2B

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.

2E

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

2C

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.

2F

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 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

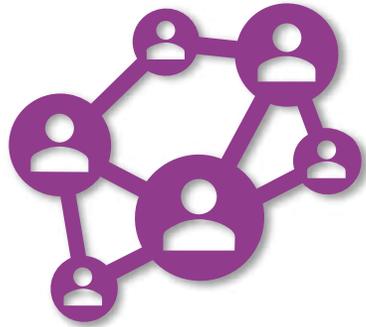
Work Plan for SMART Actions

Action	Delivery Leads	Next steps	Indicators / Success Measures	Time frame Short – 1 year Medium – 2/3 years Long – 3/4 years
2A	HR	<ul style="list-style-type: none"> Critical review of our current recruitment practice including consideration of industry best practice. 	<ul style="list-style-type: none"> Average number of applicants to vacancies 	Medium – Long
2B	HR	<ul style="list-style-type: none"> A critical review of current flexible working policy including defining what 'flexible' employment means for the council and how we can overcome the barriers associated to flexible roles 	<ul style="list-style-type: none"> Number of staff currently utilising the flexible working policy 	Medium
2C	HR GLLaB JobCentre Plus	<ul style="list-style-type: none"> To understand where under representation exists and to develop initiatives with Job Centre and GLLaB to attract and support individuals from underrepresented groups to apply for council roles 	<ul style="list-style-type: none"> Number of roles employed to through signposting through GLLaB and Job Centre Representation of our workforce across all protected characteristics 	Short
2D	HR	<ul style="list-style-type: none"> To agree the indicators to be reported on in the future. 	<ul style="list-style-type: none"> Update of existing HR dashboard 	Medium
2E	HR	<ul style="list-style-type: none"> To create a proposal for directorate equalities dashboards with indicators and reporting process 	<ul style="list-style-type: none"> Development of Directorate dashboards 	Medium
2F	HR	<ul style="list-style-type: none"> To understand the development of the future of work strategy and understand how equality considerations can be built in 	<ul style="list-style-type: none"> Evidence of conversations and understanding of this corporately 	Long

Equality Objective 3

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

The focus of this recommendation is for our leaders to demonstrate knowledge, understanding and commitment to equality issues, to encourage organisational learning and how we use this knowledge



Senior managers have an important role to play in championing our values and behaviours as set out by our Equality and Equity Charter

By living and acting on our values of equality and equity, our senior managers will help to lead and inspire staff, and the organisation as a whole, to act as champions in this area



Senior managers have an important role as decision-makers within our organisation, and therefore have an active duty to ensure that the services we provide are accessible and responsive to the diverse needs of our residents and communities

In addition, they have a role internally in developing our organisation and ensuring our values and behaviours are embedded and mainstreamed into our day to day activities

They are in a position to lead by example and share their knowledge with staff across the organisation, which will help empower staff at all levels to become champions for equality and equity

Charter pledge: Inspiring trust and confidence in all the Borough has to offer; recognising, valuing and celebrating diversity and actively promoting equality

Equality Objective 3

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

To achieve this, we will

3A Senior level management to undertake equalities training and any other relevant training. Senior management to actively shape their services based upon these values.

3B 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 3

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

Work Plan for SMART Actions

Action	Delivery Leads	Next steps	Indicators / Success Measures	Time frame Short – 1 year Medium – 2/3 years Long – 3/4 years
3A	HR	<ul style="list-style-type: none"> • Critical review of current equalities training 	<ul style="list-style-type: none"> • Director level training delivered • Feedback from training 	Medium
3B	CI	<ul style="list-style-type: none"> • To work with DMT's to develop a model for regular directorate updates 	<ul style="list-style-type: none"> • Delivery of Directorate update sessions/newsletters • Feedback from staff 	Medium - Long

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.

The focus of this objective is to provide better informed services to our residents

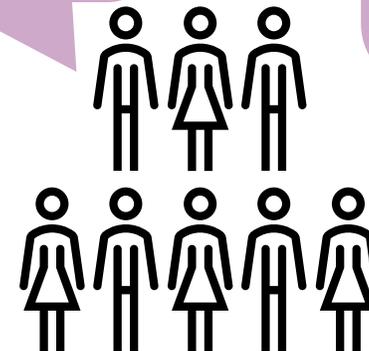
- A consistent response from the February 2020 consultation was that the Council as an organisation can sometimes be challenging to navigate for our residents, service users, Councillors and partners due to a siloed approach.
- The Council should make it easier for partner organisations to access non-personal data and information to help them better support their communities.
- Encouraging knowledge sharing within the organisation can help to breakdown silos and improve internal communication and make the organisation easier to navigate.

Charter pledge: Share good equality practice with our partners

Sometimes we lack understanding of services available to residents. It would be useful for council officers to take a more joined up approach to resident queries
- Councillors

Councils to be person focused rather than issue focused
- Councillors

Departments need to stop working 'in silo' and staff to work together, this will see resources utilised better and reduce duplicating of work/effort
- Staff



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.

To achieve this, we will

4A

To develop a knowledge bank within teams to be shared within the team but also outside of the team so that best practice can be shared.

(The knowledge bank to include information on relevant equality research and equality impact assessments which can be used within directorates and corporately)

4B

Encourage team members to shadow and take on roles for career development and to improve knowledge sharing.

4C

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 Work Standard.

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.

Work Plan for SMART Actions

Action	Delivery Leads	Next steps	Indicators / Success Measures	Time frame Short – 1 year Medium – 2/3 years Long – 3/4 years
4A	CI	<ul style="list-style-type: none"> Scoping of existing practice within Directorates and develop proposal for corporate model 	<ul style="list-style-type: none"> Development of equalities knowledge banks within Directorates 	Medium
4B	HR	<ul style="list-style-type: none"> Develop proposal for staff shadowing 	<ul style="list-style-type: none"> Number of staff taking up shadowing opportunities 	Medium
4C	CI	<ul style="list-style-type: none"> Work with the Royal Greenwich Equality Network to understand what our partner organisations would find useful 	<ul style="list-style-type: none"> Development of an external facing knowledge bank Number of organisations accessing this knowledge bank Feedback from organisations accessing this knowledge bank 	Ongoing

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

The focus of this objective is to develop our approach further to understanding residents needs through equality monitoring and Equality Impact assessments

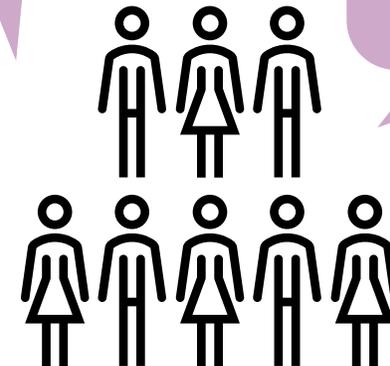
- It is important that the services the Council provides meet residents needs, especially those who are vulnerable and/or have protected characteristics.
- The feedback from respondents to the Equality and Equity Charter consultation was that whilst we consult residents, the feedback is not always implemented.

Charter pledge: Listening to and understanding the diverse needs of all people; work with our partners and the community to make our information, services and products more accessible and inclusive

Residents don't always feel listened to by the Council
- Councillor

Acknowledge areas where there is little success and poor progress
- Resident feedback from Equality and Equity Charter consultation

As council officers we want to get better at understanding the needs of our residents
-Staff



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

To achieve this, we will

5A 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.

5B 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

5C Ensure EIA are completed to ensure that services are inclusive for all

5D Review EIA process to ensure it is a useful corporate tool with learning shared corporately

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

Work Plan for SMART Actions

Action	Delivery Leads	Next steps	Indicators / Success Measures	Time frame Short – 1 year Medium – 2/3 years Long – 3/4 years
5A	HR	<ul style="list-style-type: none"> Critically review current practice in regards to equalities monitoring 	<ul style="list-style-type: none"> Evidence of establishment of consistent equalities monitoring process 	Medium
5B	CI and Communications	<ul style="list-style-type: none"> To understand if we are effectively engaging residents through consultation and whether consultation is always required if decisions are already made To look at best practice research of other councils post consultation 	<ul style="list-style-type: none"> Evidence of establishment of feedback loops to update residents where consultation has been carried out 	Ongoing
5C	CI	<ul style="list-style-type: none"> Review current EIA practice and process, including sessions with DMTs to ensure they understand their duties and feel supported in producing EIAs. 	<ul style="list-style-type: none"> Number EIA's completed Quality of EIA's improved 	Ongoing
5D	CI	<ul style="list-style-type: none"> Review current EIA process inline with best practice and feedback from DMTs 	<ul style="list-style-type: none"> Review of EIA process and updated policy and procedure as required 	Short

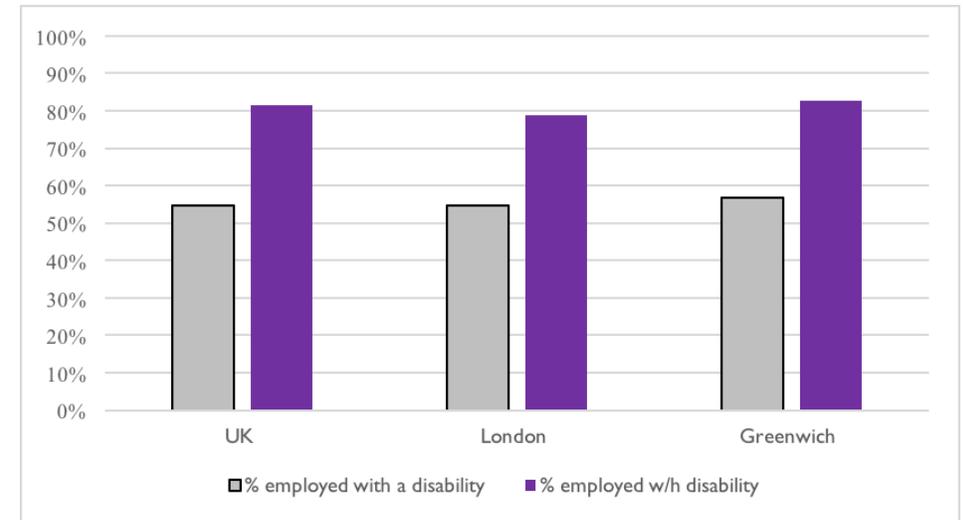
Equality Objective 6

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

The focus of this objective is to foster a fair and inclusive working environment for all our staff.



- **There is a large disability employment gap across the country with Greenwich being no exception.**
- In 2019, 56.9% of Greenwich residents with an Equalities Act Core or work limiting disabilities were employed, this compared to 82.6% of those without a disability, which represents a gap of 25.7%
- The proportion of RBG's workforce with a disability is at 4.9% compared to 20% of the working population having a disability. This is even lower when looking at the top 5% of RBG earners with just 2.1% as of Q4 19/20.
- As the largest employer in Greenwich, we have focused on objectives that will ensure we are a better employer for individuals with a disability.



*Source: ONS Annual Population Survey via Nomis - Working-age employment and disability from October 2020

Charter pledge: Put equal opportunity at the heart of our recruitment, employee development and service delivery ; Listening to and understanding the diverse needs of all people

“There is a Disability employment gap of 25.7% in Greenwich”

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

To achieve this, we will

6A

All managers 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.

6D

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

6B

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.

6E

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

6C

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

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

Work Plan for SMART Actions

Action	Delivery Lead	Next steps	Indicators / Success Measures	Time frame Short – 1 year Medium – 2/3 years Long – 3/4 years
6A	HR	<ul style="list-style-type: none"> Understand the content of the current Equalities training, look at best practice models and understand whether disability specific training can be embedded into training already taking place 	<ul style="list-style-type: none"> Delivery of training for managers on supporting staff with disabilities Percentage of managers who have attended this training 	Medium
6B	HR	<ul style="list-style-type: none"> Review current guidance and research best practice models 	<ul style="list-style-type: none"> Evidence of communication to staff on invisible disabilities 	Medium
6C	HR	<ul style="list-style-type: none"> Review current guidance and research best practice models Understand how can this be embedded into current processes and procedures 	<ul style="list-style-type: none"> Development of guidance to support managers in discussing any support that might be required to disabled staff 	Medium
6D	HR	<ul style="list-style-type: none"> Understand how much funding is currently spent on reasonable adjustments for staff Anecdotal evidence of the advantages and disadvantages of current method & best practice research 	<ul style="list-style-type: none"> Number of reasonable adjustment requests made and actioned Number of staff in the organisation requiring reasonable adjustments 	Medium
6E	HR	<ul style="list-style-type: none"> Review current practice and best practice research 	<ul style="list-style-type: none"> Number of ‘on the job’ interviews conducted Number of staff appointed after an ‘on the job interview’ 	Long

References

Ethnicity data – Greater London Authority (2019) London Data Store, Greenwich profile

<https://data.london.gov.uk/london-area-profiles/>

Disability data – NOMIS (2019) Annual Population Survey April 2018-March 2019

<https://www.nomisweb.co.uk/datasets/apsnew> and Department for Work and Pensions (2019) Family Resource Survey financial year 2017/18 <https://www.gov.uk/government/statistics/family-resources-survey-financial-year-201718>

Equality Framework for Local Government (EFLG) – Local Government Association (2020)

<https://www.local.gov.uk/sites/default/files/documents/Equality%20Framework%20For%20Local%20Government%202020.pdf>