Equality and Equity Objectives
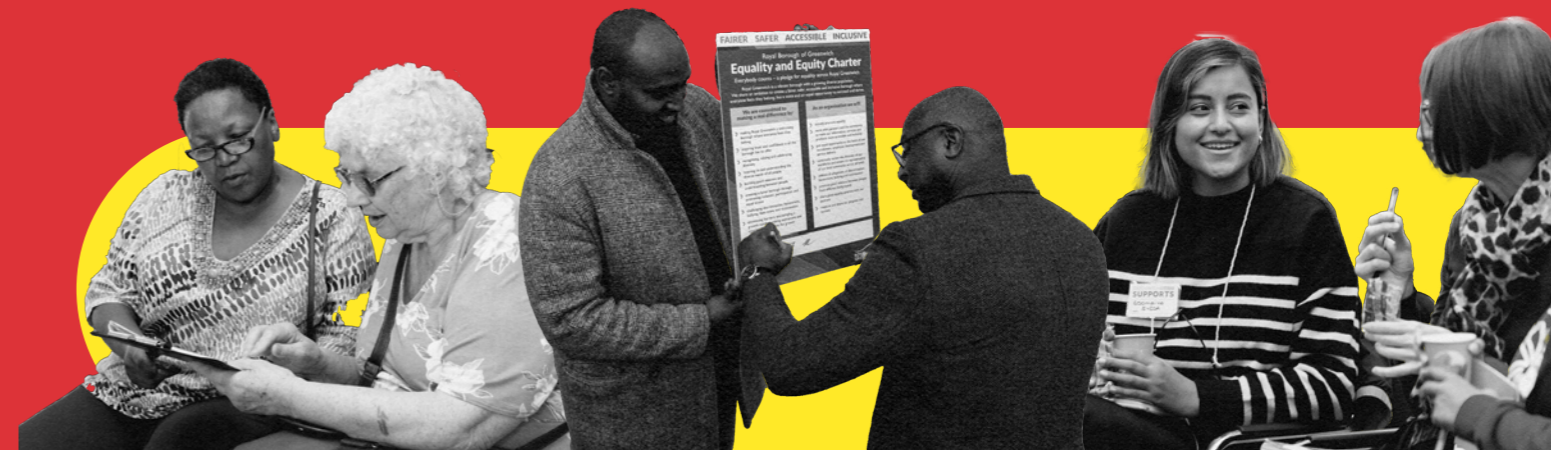
2024-2028

ROYAL *borough of* GREENWICH

The Equality and Equity Objectives are the Royal Borough of Greenwich's commitment to advancing equality of opportunity, eliminating unlawful discrimination, harassment and victimisation and fostering good relations within our organisation and our community.

This report will show the development of the new Objectives, what they are and the next steps for their implementation.

Contents

Foreword

The Royal Borough of Greenwich is an incredibly diverse borough, with different communities and cultures living together side by side. Our diversity is our strength, which is celebrated and valued.

As a Council, we believe that every resident from every background should feel able to access and influence Council services. That they should receive the services that they need in an effective and non-judgmental way that takes into account their equity and equality needs.

We believe in a fairer, safer, more accessible and inclusive borough where everyone feels welcome. We believe that everyone should have a voice and equality of opportunity to succeed, and this report indicates there are many examples of where that process has not only started but where there are successes to build on.

We are publishing our new set of Equality and Equity Objectives, which will run from October 2024 to September 2028.

This builds on the hard work that has been done in the previous four years and takes the lessons that we have learnt during that time to develop even better, more realistic and achievable, Objectives to deliver more collaborative, improved and sustainable outcomes.

We recognise that we have come a long way since the adoption of the previous Objectives in 2020 but that the journey continues. As our diverse staff and residential communities evolve (change, grow and develop); there will always be a long way to go in our strive to deliver an equitable Council and Borough. The new 2024-2028 Objectives are part of our ongoing commitment to achieving this.

So, while there is much to be proud of, we will not rest on our laurels, and will continue to work, across the Council and with our diverse communities, for a fairer and more just society in Greenwich.

Cllr Ann-Marie Cousins
Cabinet Member for Equality, Culture and Communities

Executive Summary

The Equality and Equity Objectives are the Royal Borough of Greenwich's commitment for advancing equality of opportunity, eliminating unlawful discrimination, harassment and victimisation and fostering good relations within our organisation and our community. it is our commitment to equity, which is removing the barriers that staff and residents with all protected characteristics face. Additionally, this helps us comply with our Public Sector Equality Duty.

As a public sector body, the Council is required to comply with the Public Sector Equality Duty set out in section 149 of the Equality Act 2010, which requires the Council to have due regard to the need to: eliminate discrimination, harassment, victimisation and any other prohibited conduct; advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

These set of Objectives build on the previous successes and challenges from the 2020-24 Objectives. We have had key success in setting up the EDI Steering Group and Race Equality Advisory Group, to provide oversight and advice on the implementation of the Action Plan. Additionally, projects such as EDI Champions, Reciprocal Mentoring and HR EDI Dashboards have improved knowledge and engagement around equalities and have supported the Council in becoming a more equitable organisation.

However, there is still progress that needs to be made if we want to become an equitable organisation.

There are still challenges in engaging staff on Equalities issues, especially those who are not part of minoritised groups, making sure that we are consistent across directorates about implementing policy and that line managers are better informed on this to support their staff.
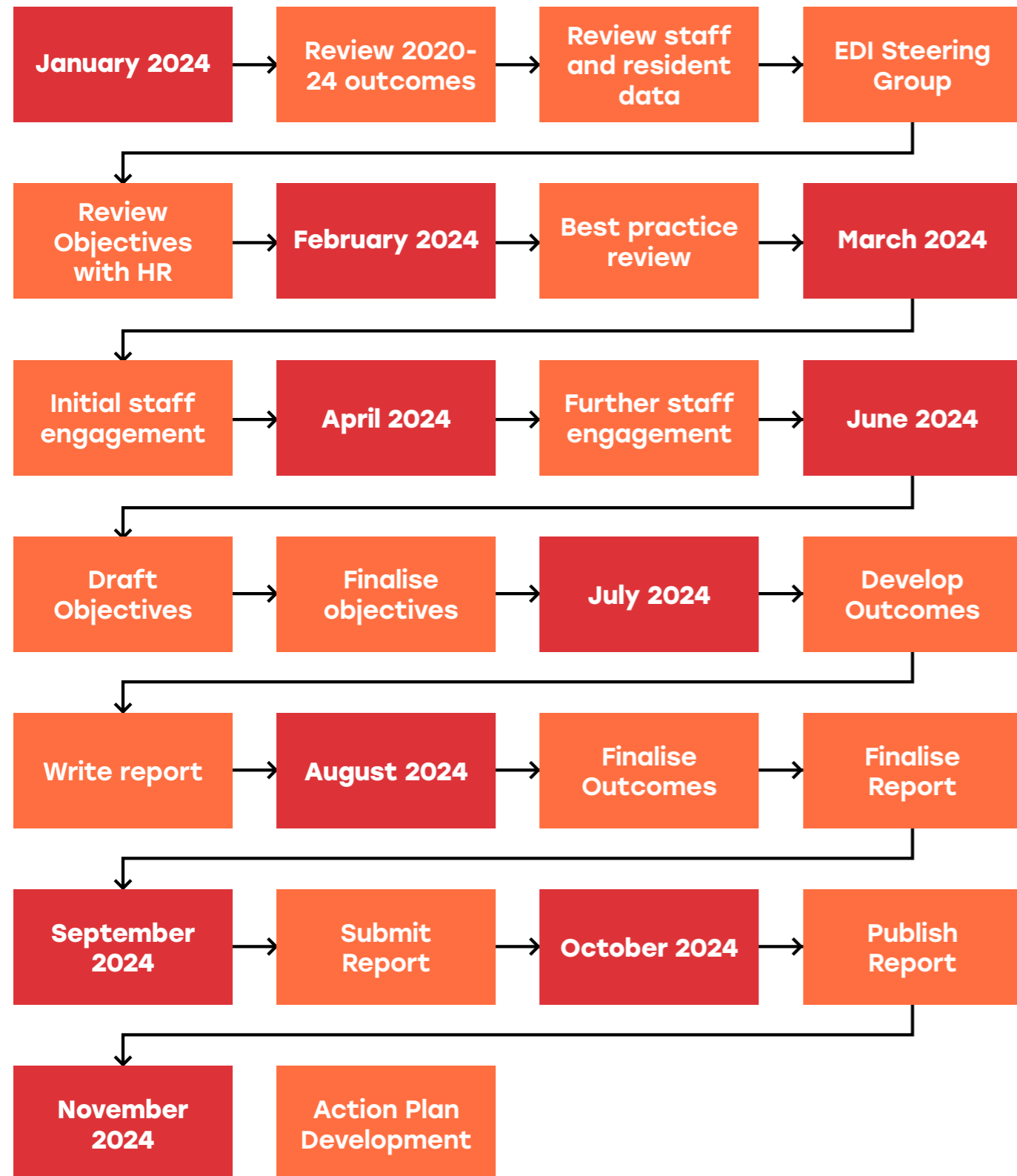
We wanted these new Objectives to be data driven, using both quantitative and qualitative data. To this end, we engaged with staff and residents on their concerns around equalities and how we can make things more equitable. We also look at our HR Dashboard data and compared it to the Census 2021 to understand where we are currently.

Using this information, we revised and reworked the Objectives to ensure that they better addressed the concerns our data raised as well as build on the good work that the previous Objectives contained. We have developed six Objectives, and these are found towards the end of the report.

We have also shifted our approach to measuring the success of the Objectives. We have developed a set of outcomes that we will use to monitor how successfully we are moving towards achieving our Objectives. It will also allow us to see if the actions that we take to achieve any of the Objectives are working and if we have to reconsider them.

The next steps for the Equality and Equity Objectives is to develop an action plan that will create a set of actions that address each of the Objectives and would be measurable through the outcomes. These actions will address specific areas of inequity and target specific demographics as appropriate.

Timescale for Equality and Equity Objectives 2024-2028

January 2024 → Review 2020-24 outcomes → Review staff and resident data → EDI Steering Group

Review Objectives with HR → February 2024 → Best practice review → March 2024

Initial staff engagement → April 2024 → Further staff engagement → June 2024

Draft Objectives → Finalise objectives → July 2024 → Develop Outcomes

Write report → August 2024 → Finalise Outcomes → Finalise Report

September 2024 → Submit Report → October 2024 → Publish Report

November 2024 → Action Plan Development

Existing strategy links

How do the Equality and Equity Objectives support our existing corporate strategies? How do they help achieve our wider corporate goals?

Existing corporate strategy overview

The Equality and Equity Objectives are essential in ensuring that we deliver on our other key strategies and those strategies are equally key in supporting the delivery of the Equality and Equity Objectives. Other strategies that the Equality and Equity Objectives support are:

- Our Greenwich
- Equality and Equity Charter
- Customer Service Strategy
- Royal Greenwich Health and Wellbeing Strategy 2023-28
- Children and Young People Strategy
- Anti-Racism Strategy
- Community Participation Framework
- Workforce Strategy
- Staff Survey Action Plan
- Violence Against Women and Girls Strategy

Existing strategy links

Our Greenwich

Our Greenwich is our Corporate Plan that was agreed in January 2023 and shapes how services will be delivered in the borough. Equalities are key to this delivery and runs throughout the missions that have been outlined in the Plan. There are two missions that directly reflect Equalities:

- **Mission 2** – People will not experience discrimination
- **Mission 20** – Our Council is a great place to work, with a diverse workforce who have the right skills and are motivated and empowered to deliver

The Objectives will directly deliver towards Mission 20 to ensure we meet our targets for Mission 2.

Additionally, there are several missions that equalities will touch on:

- **Mission 4** – Children and young people can reach their full potential
- **Mission 5** – Everyone in Greenwich is safer, and feels safer
- **Mission 11** – Everyone has the opportunity to secure a good job
- **Mission 15** – Our Council is better at listening to communities, and communities feel they are heard
- **Mission 16** – We develop networks with communities, key partners and businesses to meet need and address challenges together
- **Mission 17** – We design our services around the needs of our residents

Equality and Equity Charter

Our Equality and Equity Charter is the commitment to equality and equity that we and our organisations have made, since 2020. This is something we encourage all organisations in the borough to sign up to so they can support the delivery of our Objectives and embed the values of Equality and Equity. We continue to promote this across the Council to our partners. The details of the charter can be found here can be found on our website - **royalgreenwich.gov.uk/equality-equity-charter**

Customer Service Strategy 2022-25

The Customer Service Strategy is about ensuring that residents can access services but also encourage the digitalisation of services to save money but also widen access to services. However, there is an acknowledgement that not everyone will be able to get online so these people need to still be able to access services in more traditional ways. There is a role for equalities to ensure that no group is disadvantaged from accessing services because of their demographics, either due to disability or language. We need to consider how we can work with our Customer Services team to ensure that people have access to services regardless of their background.

Royal Greenwich Health and Wellbeing Strategy 2023-28

The Health and Wellbeing Strategy links in equalities to improve outcomes for all people including those in more marginalised groups. The Strategy explicitly mentions that people need to be able to access services on an equitable footing. The Objectives support this through encouraging outcomes and actions that improve people's access to health services. They also are aware of the diversity of the borough and how people's identities can impact their health. The work to complete the Objectives will support them to get further information and feedback to support the development of services.

Children and Young People Plan 2020-24

Children and Young People's Plan links into the Objectives because to ensure that Children and Young People can access the opportunities to grow up into the best version of themselves and to support their parents to be able to look after their children and help them reach their potential, we need to consider their disadvantages due to aspects of their identity. Equity in how children and their parents can access services is key to enable this goal. There is awareness of the need to challenge discrimination and promote equality and engagement. This is something that the Objectives can support, and the actions taken to address this can be included. There is a new one in development for 2024-29 which would hopefully continue this focus on equality and engagement.

Community Engagement Framework

The recently published Community Engagement Framework outlines how we engage with our communities across the borough. This aligns well with the Equality and Equity Objectives as communication and engagement with our communities is essential to ensure that EDI is embedded across the borough and that all residents can access services no matter their identity or need. EDI has also been a key part of the Framework, with EDI being included as part of the development of behaviour and culture of participation. One of the focuses for the Objectives is communication and we will work with the Community Engagement team to support this work and to in turn use the delivery to the Objectives to support their engagement work.

Workforce Strategy

The Workforce Strategy is being finalised and it will be a core part of supporting equalities, and the Objectives can support the implementation of the Strategy. It is especially important that we support HR in being an employer of first choice through ensuring that all staff can reach their potential through dealing with inequality.

Staff Survey Action Plan

The Staff Survey Action Plan is currently in development and will focus on acting on key feedback that came from the Staff Survey. There are three areas that align strongly with the Equality and Equity Objectives that they are focusing on. These are:

- Improve the culture of voice and psychological safety
- Address cohesion and collaboration
- Focus on learning and career development

The Equality and Equity Objectives will support these areas through the actions that will be developed and the actions taken to address these as part of the Staff Survey Action Plan will support the implementation of the Equality and Equity Objectives.

Digital Strategy

The Digital Strategy supports the Equality and Equity Objectives through ensuring digital inclusion for all staff and residents. This is essential as in our increasing digital world there are people who currently lack access to the resources and knowledge about how to navigate this and this can lead to being excluded from accessing services. This is an important equalities issues as many marginalised groups are also digitally excluded. The Objectives can also support this through understanding our marginalised residents' needs.

Residents and communities

This section provides detail on how the new objectives and outcomes are designed to improve how we work with residents

2020-2024 Objectives

The 2020-2024 Objectives reflected a division within the Council between internal facing EDI work and external facing EDI work, with the 2020-2024 objectives and associated actions focusing on the internal work of the Council, rather than how this work impacts on the residents and communities that the Council serves. Since these objectives, the Council has changed its approach to EDI to develop the systems model described later in this document, joining up the Council's internal and external facing EDI work.

Residents and communities

Designing services for residents

We have sought to embed how we work with residents and communities to design and enable access to services as core components of the new Equality Objectives. While we have retained objectives relating to representation and ensuring that the Council's staff reflect our borough's residents, we want to ensure that engagement and design are at the forefront of the new objectives. This means making sure our objectives centre working effectively with communities in designing services around the needs of residents.

Data and outcomes

The new objectives draw on data from the 2021 Census, to ensure that we have a stronger understanding of the communities we serve. Additionally, the adoption of an outcomes-based approach to the objectives has enabled us to incorporate the greater use of data into how we monitor performance against the objectives. We do this by by tying objectives through to resident surveys, enabling our performance against the equality objectives to be measured against the views and experiences of residents. The specific Our Greenwich survey measures, and the specific objectives that they will be used to monitor, can be found later in this report.

Examples of undertaken work

To support engagement with faith communities, we have re-established the Royal Greenwich Multifaith Forum. The Forum provides a mechanism for the Council to engage with faith communities on a regular basis to help understand their concerns and to share information about Council and other public sector services. The Forum has helped to support the Council's response to issues impacting on community cohesion, such as the conflict in Gaza and the recent riots.

Partners

This section provides detail on how the new objectives and outcomes are designed to improve how we work with residents

Partners

Equality and Equity Charter

Signatories to the Charter commit to taking action to embed equality and equity in their organisation's work. At the time of writing, 508 organisations have signed up to the Charter. While the Charter was not directly incorporated into the previous Equality Objectives, the Charter has been incorporated into the new Equality Objectives as part of the wider objective relating to service design, and as an outcome measure relating to the use of inclusive language.

We recognise that encouraging sign ups to the Charter are only one element, with the delivery of outcomes relating to the charter being a key component of improving residents' experience when accessing services, particularly Council funded or commissioned services. Officers are working to develop processes to support the more effective monitoring of the delivery actions in response to the Charter.

Funding and support for EDI

The Council has continued its commitment to funding community organisations that support equality and equity. We have invested £185,000 per year of funding to support strategic equalities, and a further £90,000 per year to support the victims of hate crime.

Examples of undertaken work

The Council has funded Big Red Kick through the Voluntary and Community Sector funding programme to provide specialist support to displaced Ukrainian women. This programme identifies organisations to provide support to Ukrainian refugees who have relocated to the UK following the Russian invasion.

Through the Strategic Equalities stream of the Voluntary and Community Sector funding programme, the Council has funded the Citizen of the World Choir. This has supported the choir, which works with refugee and migrant communities in Greenwich, to hold rehearsals and performances, as well as to provide trauma counselling services for refugees.

Organisation and staff

This section provides detail on how the new objectives and outcomes are designed to improve how we work with residents

2020-2024 Objectives

While the 2020-2024 Objectives focused on the Council as an organisation, there was limited focus on the interaction between the Council and the residents it serves. There have, however, been a number of successes in delivering improvements in response to the 2020-2024 Objectives. There has been significant positive work to embed EDI within the organisation, such as increasing the take up of EDI training amongst staff.

Organisation and staff

Data and outcomes

One of the key deliverables from the 2020-2024 Objectives has been the development of the HR EDI dashboard. This provides detailed information about EDI within the Council. This data, combined with the 2021 Census data, supports the outcome-based approach to the new Objectives, enabling the more effective monitoring of how the Council performs against the objectives, such as in relation to reflecting the borough's community in our workforce.

The Council and communities

Within the new objectives, there is a greater focus on how the Council works with communities and residents, helping to join up the internal and external work on EDI that the Council has previously carried out.

Example of undertaken work

The Council has undertaken three rounds of the Reciprocal Mentoring scheme. The Reciprocal Mentoring scheme pairs white senior managers with Black and Global Majority junior members of staff. The scheme helps senior managers learn from the lived experience of junior members of staff, while junior members of staff are able to access mentoring from senior managers, with whom they are able to discuss issues that affect them.

Outcomes from the previous Objectives

This section provides detail on how the new objectives are designed to deliver meaningful, positive change for both the Council and its staff

What has been successful?

Wider promotion and acknowledgment of EDI across the organisation

Regular stories in Talk Greenwich

We have worked with internal communications to publish regular stories on Equalities such as specific events (Black History Month, Pride and Race Equality Week) or key awareness days and months (Tourette's Awareness Month, Ramadan)

Training being offered and undertaken

We have offered a wider range of training including more e-learning modules on neurodiversity, LGBTQ+ issues and other equality issues. Additionally, we have made Equalities training accessible to frontline staff in the Communities, Environment and Central Directorate to ensure they have access to training in a way they understand.

Wider discussions within directorates

There has been more engagement within Directorate on equalities issues and events being put on internally. This includes directorates running their own events during Black History Month and having their own groups such as Children's Tackling Structural Racism.

More events being put on and attended

There have been an increased number of equalities-focused events put on including Race Equality Week, Pride and Black History Month. There have also been events taking place outside of specific events such as Barbershop where men from Black, Asian and Multi-Ethnic backgrounds meet with senior leaders to discuss issues they have.

Senior Leadership engaging with EDI and taking part in key programmes

Reciprocal Mentoring

Senior leaders have been partaking in the Reciprocal Mentoring scheme. This scheme involves senior leaders being mentored by and mentor more junior staff from Black and Global Majority backgrounds. There have been three cohorts so far, and this has seen an impact on the senior leaders who took part and made them more engaged in EDI. There is a fourth cohort in the pipeline with discussions on how to expand the programme for other identities.

Wider discussions within directorates

We have senior leaders engaging in different EDI work, including the Anti-Racism Strategy, and promoting their directorate events – this has included Black History Month separate events in Health and Adults Services.

Training being offered and undertaken

There has been increasing engagement from senior leaders in undertaking EDI training including training as part of Reciprocal Mentoring and specific sessions done for the Greenwich Management Team (GMT), which includes the Chief Executive and Directors..

Engaging with EDI Champions

We have had meetings with Florence Kroll, Director of Children's Services and Nick Davies, Director of Adult Social Care about the work EDI Champions were doing and to engage them on the issues that they saw in their role as Champions.

EDI programmes being embedded within the organisation

EDI Champions

We have established EDI Champions and are continuing to expand on them through publicity. We are currently working on recruiting more Champions from a wide range of directorates and job roles and continuing to consider how we can better support them.

Reciprocal Mentoring

As discussed above, we have had three cohorts of Reciprocal Mentoring with a fourth being planned. It has been a great success in terms of engagement, and we are beginning to understand the impact it is having on staff who take part and are looking at how to expand this further.

EDI Steering Group and Race Equality Advisory Group (REAG)

The EDI Steering Group and Race Equality Advisory Group (Formerly Race Equality Action Group) have continued to influence EDI across the organisation to oversight on all the equalities work across the organisation. They have also enabled us to engage with partners on their best practice such as University of Greenwich and London Southeast Colleges. They will continue to be of upmost importance as we implement the new Objectives.

Blind recruitment

Recruitment carried out by the Council is name, address, age, sex/gender and race/ethnicity blind. Further work is being carried out as part of the workforce strategy to improve how skills and qualifications are recorded, as the name of the awarding institution is currently recorded in the application form.

HR EDI and Race Equality Dashboards

The EDI Dashboards have been hugely successful in their implementation and their continued improvement over the past two years of their publication. Their recent revamp has made them more accessible and easier to use and provides more scope for understanding intersectionality within the organisations.

The key areas of impact are the following:

- Providing visibility of the demographics of the organisation.
- Allowing us to see the issues that may exist with certain demographics.
- Allowing comparison between directorates to understand where issues may reside and where best practice may exist.

- Providing a more nuanced picture of demographics in the organisation and to understand where issues may lie.

- It also allows us to measure success of interventions over time.

The Dashboards will continue to be essential in monitoring the success of the Objectives and will form part of the outcomes that we are developing. We hope to see their use increase by managers so they can continue to review their workforce and understand how they can best support them as well as address particular gaps in representation.

Key challenges

Limited progress in supporting disabled and neurodiverse staff

Suggested interventions were inappropriate.

The actions that were suggested to support disabled people who are either interviewing or working for the council were reviewed and were not considered viable. We will look to address this in our new Objectives and the Action Plan that will follow to develop more effective support measures. This will be done through engagement with HR colleagues as well as disabled staff and residents so we can best support them within our capacity.

Limited engagement with training around disability and neurodiversity

There was limited engagement around training on the topic of disability and neurodiversity. Additionally, we had limited courses available. We have now engaged with the Disability Business Forum to provide some more courses. These will be available as eLearning courses, but we will continue to look at expanding what is provided.

Still lack of clarity from managers on how to support staff with disability or a form of neurodiversity

This continues to be a problem and there has been issues reported by staff about managers not being as supported as necessary and managers being unsure what they need to do. We will work to ensure policy, advice and training are available for all managers to ensure that disabled and neurodiverse staff are supported.

We do not employ a representative number of those with a form of disability when compared to census data.

This is an ongoing issue with the 2021 Census reports that 15% of Royal Greenwich residents have some form of disability, we are only employing about 6% disabled staff (Sept-Apr 2023/24 HR Dashboard). This is something that is an issue across the country, but we need to consider how we can support more disabled people to work for the Council.

Wider staff engagement with EDI

There has been some issues with getting staff to attend training sessions and events on EDI.

We have had limited uptake in some EDI training and events. We need to publicise it more and engage with managers to encourage all their members of staff to attend.

There is a particular lack of engagement with white and male staff with EDI issues.

We do not see many white and male staff in training and attending events. We need to engage more with them and help them be allies but also understand that this can impact them too.

We have the same staff, from the same demographics attending most of the training and engagement activities.

Whilst it is great to have a pool of engaged staff, we need a wider demographic engaging or we will struggle to embed EDI across the organisation.

Managers also struggle to engage with some of the issues and are not always promoting events or training to their staff. Additionally, staff do report that managers do not always release them to do training.

One key issue is releasing staff to attend and encouraging managers to see the importance of equalities in the organisation plus how it can support them as a manager. We need to engage with managers to make sure that they attend training and read policy and more importantly release staff to do the training.

Lack of cohesion between directorates in EDI programmes

Directorates are running their own EDI programmes, but these are not being promoted well outside of the directorate.

It has been great to see that directorates are engaging with EDI and running Programmes. However, there has been a missed opportunity for staff outside of the directorate to engage in these sessions. It could also help other directorates run their own programmes appropriate to their staff.

There is still a general degree of siloed working between directorates.

There has been some progress on siloed working but there is still a lack of understanding between directorates in what they do. This impacts the wider Council but the lack of cohesion impacts equalities work, especially when trying to embed programmes across the Council.

A general lack of communication of EDI events that directorates are running, results in directorates running similar events.

This can happen between Corporate EDI events and directorate but even between directorates. We are keen to communicate what is going on between directorates and see where we can work together to make effective use of resources and expertise to run even better events.

Inconsistent adoption of EDI programmes and engagement between directorates

Some directorates have been more engaged with EDI than others.

It has been fantastic that we have directorates running events and setting up their own groups. These are the directorates that tend to work with the Community and Business Development team the most. However, for other directorates there has been much less engagement. There can be a perception that EDI doesn't impact them, and we need to show that it is not only important to their work, but also to their staff. This is beginning to improve but we need to continue to work with directorates to support their engagement on the issues surrounding EDI.

There have been issues with some directorates not engaging or implementing policy consistently.

There has been inconsistency between directorates implementing policy and broadly engaging. This is improving but we do need to continue to work on this across directorates to ensure that policy is consistently applied across the Council.

There is the continual issue of getting staff engaged outside of The Woolwich Centre and addressing the issues that those staff may face in their job are distinct to those more office-based staff.

We have introduced tailored training and direct engagement with staff outside The Woolwich Centre. However, there is still the perception that much of this work doesn't impact them or that the opportunities on offer are not suitable. We need to look at the programme of engagement and see how we can target front-line staff outside of The Woolwich Centre.

Equality Objective Review

Equality Objective 1: Ensuring that equalities policies and procedures are applied consistently and sensitively across the Council.

How did we do?

We have completed the majority of the actions and made progress on the wider Objective. However, there are still challenges in getting this Objective fully realised. In particular, ensuring that managers are made aware of the policies and procedures and ensuring that all directorates are using them appropriately. We need to continue to develop outcomes and actions to ensure that we are consistent across the Council in applying our equality policies and procedures.

Case study

The EDI Champions were set up in the Council in 2022 and we currently have 20 Champions signed up. They have been incredibly supportive of staff in their teams through informing them of our policies and events as well as gathering feedback from them on Equalities issues. They have also provided support to staff who are facing issues by sign posting them to the correct places as well as providing a listening ear however, they are not counsellors. One Champion regularly reports to their Senior Management Team (SMT) about what is happening within their teams and any key areas that that the SMT may need to address.

Next steps

- To consider how we can develop outcomes that show the impact of consistently and sensitively applied equalities policies and procedures on staff and residents.
- To continue to ensure that we are promoting and monitoring the use of the policies and procedures and support the development of new ones, as necessary.
- To make sure that the actions from the previous Objectives are continued to be incorporated as business as usual.

Link to Equality and Equity Charter: Creating a fairer borough through promoting inclusion, participation and equal access

Link to LGA Framework: Diverse and engaged workforce; responsive services and customer care

#	SMART Action	Lead	Progress	Time
1A	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.	CBD	• We have filmed a video to promote the EDI Champions which will be placed on our EDI Intranet. • We are in the middle of reviewing the Equality Intranet which will promote EDI Champions better. • We have had some more interest from staff from a variety of different backgrounds. • In Autumn 2024, we will run a recruitment drive for new EDI Champions.	Medium

#	SMART Action	Lead	Progress	Time
1B	Mainstream EDI into our existing staff news (previously worded as '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')	Comms CBD	• After discussions with the Comms team and the EDI Steering Group, it's been decided that the best channel for communicating EDI work and EDI issues to the organisation is through our existing staff newsletter. • Regular meetings are taking place with comms colleagues to forward plan EDI communications • We have placed more information on Equalities in Newsletters. • We are also updating the intranet to include more information about Equalities.	Medium
1C	Ensure that managers take up equalities training and review their knowledge on a yearly basis	HR CBD	• HR are continuing to offer and deliver training to staff, such as classroom training on Let's Talk About Race and Tackling Racism, Active Bystander, Unconscious Bias, Harassment and Bullying (mandatory for managers) and eLearning LGBTQIA+ awareness. There is also a new eLearning session on neurodiversity. Additionally, more training has been launched around disability including Introduction to Disability in the Workplace. • We have had senior management engage in EDI events and groups to put their training into use. • Mandatory training for recruitment panel members has been put in place, which must be refreshed every three years. As part of this training staff must complete Unconscious Bias training as either classroom training or e-learning.	Medium
1D	Ensure that 1:1s 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.	HR	• PRaDs have been reviewed and re-launched as Professional Development Conversations (PDC) to emphasise the importance of ongoing conversations. Training is available for both managers and staff specific to giving and receiving a PDC but also around effective people management. • Equality is one of the four pillars which are embedded as part of a PDC. Managers and staff should be referring to the four pillars as appropriate throughout the PDC.	Long
1E	Review the Staff Networks	CBD HR	• We have met with all Staff Networks to ensure we are able to support them. Terms of Reference for Staff Networks have been agreed by GMT. Additionally, we are supporting the establishment of a Muslim Staff Network and creating specific guidance for faith-based groups.	Short
1F	Develop an Inclusive Language Guide	CBD Comms	• The Inclusive Language Guide has been embedded and updated to ensure it continues to reflect terminology. We are commissioning training on Inclusive Language for front line staff in Parks and Open Spaces.	Short
IG	Investigate informal mediation as a pathway to challenge bias	HR	• A review of formal mediation procedure is taking place, which should help us improve the standards. • Informal mediation is currently offered as part of the grievance process. However expanding this to offer a wider support to staff will be a priority going forward. This is a complex policy change which will require further work to understand how it will function.	Long

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

How did we do?

We have started to put in place monitoring for this such as Dashboards for EDI and Race Equality and we have programmes that support the progression of staff from a variety of backgrounds. However, this is a long-term goal so we will continue to monitor this and look at additional programmes to promote diversity within the organisation.

Case study

A case study that represents progress in inclusive recruitment is the appointment of the Assistant Director for Community Safety and Environmental Health. This was done internally, promoting the Head of Safer Spaces and Integrated Enforcement to this post. This further enabled a Senior Community Safety Officer to fill this role on an acting up basis, enabling the promotion of a Black female member of staff to a head of service position. This area is typically male dominated so to have two women in this role is fantastic for improving representation. Additionally, this shows a way for other teams to consider the appointment of senior leaders and encourage wider participation from internal candidates and to improve representation from minoritised groups within our workforce at the most senior levels.

Next steps

• This is still a significant Objective and will be carried forward in the new Objectives.
• To continue to work towards this through the outcomes to be developed.
• To expand the scope to include middle managers as they are equally important in ensuring that equality and equity are enabled for all Council staff and residents.

Link to Equality and Equity Charter: Continually review the diversity of our workforce and ensure it is representative of our local community across all levels

Link to LGA Framework: Diverse and Engaged Workforce

#	SMART Action	Lead	Progress	Time
2A	Make recruitment more inclusive and attract a wider range of talent through less restrictive essential person specification criteria, ensure that job descriptions (JDs) and person specifications are written without jargon and with the thinking of an applicant which may be outside of the organisation.	HR	• We are already Disability Confident, Good Work Standard and Healthy Workplace Award employers and are Stonewall Diverse Workforce Champions. The Council has also signed up to the Race at Work Charter. We have also signed up to Investing in Ethnicity to review our processes in relation to ethnicity. • Guidance on ensuring person specifications and job descriptions are more inclusive will be regularly refreshed. • Reviewing the processes by which job descriptions and person specifications are updated, to ensure that inclusive criteria and templates are incorporated to refresh older JDs. • Methods of communication and contact have been improved to reach a larger pool of candidates.	Medium

#	SMART Action	Lead	Progress	Time
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.	HR	• Future of Work principles have been put in place outlining the Council's hybrid working policy. • Flexible working policy has been updated to ensure that staff can access this from day one. • Recruitment teamwork with managers to ensure roles where possible are advertised as flexible and to ensure this is included on job applications.	Medium
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 Royal Greenwich population.	HR GLLAB	• We are working with GLLaB and Job Centre Plus to ensure roles are signposted to residents, and where possible roles are ringfenced to local residents. • In-person job fairs have resumed post COVID-19 • A new job centre has opened in Woolwich to support residents with applications, interviews and skill building.	Short
2D	To publish information on new hires and leavers within the organisation as part of the existing HR dashboards.	HR	• EDI Dashboard has been refreshed to make it more accessible and the Race Equality Dashboard has been combined with the EDI Dashboard. • Further breakdown information is provided for service areas if required. • Yearly review of the dashboards is in place, and they have been reworked to make them more accessible and comprehensive in what they cover. They have also included intersectionality as part of the dashboard.	Medium
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	HR	• Quarterly HR reports are provided to Directorates which contain EDI information, higher level data is shared on the Council's HR Intranet. • HR have developed an EDI dashboard to break down workforce data with an EDI lens. • The dashboard provides an overview of protected characteristic information (where available) and breakdowns by directorates. • HR have also attended Directorate Management Team (DMT) meetings and provided additional information if required.	Medium
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	HR	• Future of Work principles have been launched to enable hybrid working for staff who are able to work from home, focusing on output-based performance rather than presenteeism.	Long

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

How did we do?

We are beginning to see senior leaders engage and promote equality with many of them leading on key equalities programmes including Anti-Racism Strategy Project Group, EDI Steering Group and Race Equality Action Group or taking part in Reciprocal Mentoring. We need to continue this work, but the focus may need to be expanded to middle leaders or team leaders. There is an issue with consistency with some leaders not taking part as much as others. Additionally, there is some issues within getting these values promoted through to lower levels of managers so there is not consistent promotion to staff more widely. There has also been reports of managers not enabling staff to take part in events and training so this needs to be addressed. We are getting EDI news through to Talk Greenwich and will continue to develop the intranet to share EDI information, but a full redesign has been delayed.

Case study

The Director of Housing and Safer Communities and the Adult Social Care Director have taken the lead in supporting the Anti-Racism Strategy through co-chairing the Anti-Racism Project Group which supports the development of the Strategy and its implementation. They both have been involved in the Reciprocal Mentoring scheme and this has given them a passion for addressing the issues that were brought to their attention by their mentors as well as the training they undertook as part of the scheme.

Next steps

• We have put this as the number one Objective as ensuring that senior management take the lead in promoting equalities is essential to embedding EDI across the organisation. We have also included Councillors as they have a great deal of influence within the Borough.
• Our outcomes will measure the engagement of leadership in promoting EDI through continued engagement with programmes and training uptake.
• We will look to support middle management in engaging in EDI as well and monitor the success of that.

Link to Equality and Equity Charter: Inspiring trust and confidence in all the borough has to offer; recognising, valuing and celebrating diversity and actively promoting equality

Link to LGA Framework: Leadership and Organisational Commitment

#	SMART Action	Lead	Progress	Time
3A	Senior level management to undertake equalities training and any other relevant training. Senior management to actively shape their services based upon these values.	HR	• Last year, GMT have completed training together on Unconscious Bias and Let's Talk About Race and Tackling Racism. In addition, Harassment and Bullying training is mandatory for managers. • Reciprocal Mentoring is on its third cohort with a fourth being developed. Since starting in October 2022, three cohorts of the programme have been run, both resulting in actionable change and positive feedback to help shape the organisation. Further iterations of the programme are being developed to look at different protected characteristics.	Medium
3B	Encourage Directorates to share their stories and achievements in EDI through staff news	Comms	• We are working with directorates to promote their work as well as Staff Networks in newsletters.	Medium

Equality Objective 4: Remove silos within the 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.

How did we do?

There are still significant silos within the Council, and we are aware of lot of EDI projects being undertaken that are not being shared with the wider Council. This might need to be reviewed and considered to ensure that we can break these down but also build wider relationships with other groups.

Next steps

- We are dropping this Objective as it is beyond the scope of the Objectives. However, there will be scope to consider wider engagement when looking at groups with different identities/

characteristics and this will need to be considered as part of implementation of other Objectives. Staff Networks (Race Equality Network, Women's Network, LGBTQ+ Network etc.) will be an important part of this engagement.

- We will look to focus on communication and engagement with staff to ensure that EDI is promoted,
and that staff can feedback their issues and concerns.

- This is something that is going to be covered in the Staff Survey Action Plan.

Link to Equality and Equity Charter: Share good equality practice with our partners

Link to LGA Framework: Leadership and Organisational Commitment

#	SMART Action	Lead	Progress	Time
4A	Develop an EDI knowledge bank via the business continuity pages and in the future the intranet, to be accessible to all staff (previously worded as '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.')	CBD Comms	• Last year, GMT have completed training together on Unconscious Bias and Let's Talk About Race and Tackling Racism. In addition, Harassment and Bullying training is mandatory for managers. • Reciprocal Mentoring is on its third cohort with a fourth being developed. Since starting in October 2022, three cohorts of the programme have been run both resulting in actionable change and positive feedback to help shape the organisation. Further iterations of the programme are being developed to look at different protected characteristics.	Medium
4B	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	HR CB	• Shadowing already exists in the council, however additional development opportunities for staff have been explored • Train the Trainer programme and EDI Champions have been developed and were launched at the start of 2023.	Long

#	SMART Action	Lead	Progress	Time
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	CBD Comms	• Alongside our intranet pages, we are considering how best to promote EDI on our website, focusing on support for the Equality and Equity Charter. We have begun to make the Charter more accessible and will publish guidance. • We are working on our VCS pages and will see how we can link this to the support around EDI and publicising the best practice that is happening.	Long

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.

How did we do?

Over the next year we would like to continue strengthening our links with communities and partner organisations. We will be focussing on the renewal of our voluntary sector funding round 2023-2027. We hope to ensure our VCS organisations can access funding through grants, allowing VCS organisations to continue providing support to most vulnerable residents from under-represented communities.

Additionally, we will be building on our Equality and Equity Charter, working to help our 508 signatories

embed the Charter values into their organisations, helping to create a Borough wide standard for our Equality and Equity values.

Next steps

- We will continue to develop this as part of the new Objectives.

- We will work with the Community Participation team to support the delivery of the Community Participation Framework as this will support this Objective.

Link to Equality and Equity Charter: Listening to and understanding the diverse needs of all people

Link to LGA Framework: Understanding and Working with your Communities

#	SMART Action	Lead	Progress	Time
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.	CBD	• Equality Monitoring Guidance has been developed using up to date best practice (from sources such as Stonewall, Scope and the ONS). • Guidance has been checked by our EDI Steering Group and Stonewall • Guidance has been shared with relevant stakeholders and approved by GMT in July 2022 • Following this, the guidance has been communicated to the organisation with support provided for services who have queries or need assistance completing Equalities Impact Assessments (EIAs).	Short

#	SMART Action	Lead	Progress	Time
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 e-newsletters and the print edition.	Comms	• Greenwich Info promotes results of consultations and encourages residents to provide their views when there are open consultations. • Community Engagement Framework has been published and will support the continued consultation of our residents and ensuring that publication of any results.	Medium
5C	Ensure EIAs are completed to ensure that services are inclusive for all	CBD	• Guidance has been refreshed. The new guidance helps to identify when a full EIA should be undertaken, clearly outlines all the steps required, suggest resources for data and provides templates for assessment and EIA.	Long
5D	Review EIA process to ensure it is a useful corporate tool with learning shared corporately	CBD	• Guidance has been refreshed. • Support can be provided to services who need any help or advice completing EIA's • Further work needs to take place to understand how learning can be shared across the organisation	Medium

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

How did we do?

We have struggled to complete many of the actions around this Objective. However, we have started to take steps towards achieving this through the publishing of neurodiversity training and better engagement with the Business Disability Forum.

We found that the actions proposed last time were inappropriate for the most part as they were difficult to achieve and did not reflect how HR delivers services and what was already available.

We will look to find outcomes that will reflect the Objectives alongside actions that can be achieved.

Case study

Some staff members have reported that they have been discriminated by line-managers who do not understand neurodiverse conditions and that they are disabilities and are protected under the Equality Act 2010. This has led to significant distress and has made these members of staff feel like their job it at risk due to this disclosure of conditions. These cases have shown that we still have work to do to make sure that all staff with neurodiversity and other invisible conditions can thrive in our workplace and access the support they need from their line-managers.

Next steps

• We are incorporating this into our new Objectives.
• We will develop outcomes that reflect what we want to achieve.
• We will work with disabled staff and residents to develop actions that will support us in dealing with inequality for those with disabilities and neurodiversity.

Link to Equality and Equity Charter: Put equal opportunity at the heart of our recruitment, employee development and service delivery

Link to LGA Framework: Diverse and Engaged Workforce

#	SMART Action	Lead	Progress	Time
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.	HR	• Workforce Development team has reviewed providers and has met with the Business Disability Forum (BDF) to scope a training programme. • HR has reviewed and updated the adjustment guidance and will be commissioning training to support managers and staff with this guidance. • HR is currently reviewing and updating the recruitment guidance. Once the guidance is updated training will be provided to managers for the guidance and other disability awareness training, including supporting staff with invisible disabilities.	Medium

#	SMART Action	Lead	Progress	Time
6B	Inform staff of "invisible" disabilities and what they can do to support their colleagues who have them through staff news and EDI business continuity/intranet pages.	HR	• BDF helpline is available for manager and staff to contact for advice and information. • Further work is taking place to identify the content to be promoted to staff.	Medium
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.	HR	• HR has reviewed and updated the reasonable adjustments guidance and will be commissioning training to support this guidance. • This will form part of the review described above in SMART Action 6A in conjunction with the Business Disability Forum.	Long
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.	HR	• This option has been explored and considered not appropriate for the organisation. Existing provision meets the demand of ensuring reasonable adjustments are provided to all members of staff who require this.	Long
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.	HR	• HR is currently in the process of reviewing our disability policies. • In conjunction with Health and Adults Services (HAS) a Supported Employment Initiative has been launched to reduce barriers to candidates with disabilities. A job opportunity has been advertised for a Community Facilitator and has been ringfenced to disabled persons and the Council are particularly welcoming applications from applicants with a learning disability and/or autism. • Work is taking place in HAS to reduce barriers for apprenticeship applicants with a disability. HAS is working with CLDT to identify the barriers for applicants through the application process, during interviews and trialling the adaptation of interview to the applicant. These trials will help to inform corporate policy.	Long

Royal Borough of Greenwich Demographic Data

Royal Borough of Greenwich Census 2021

Below is selected information from the 2021 Census.

We have selected the most relevant information to EDI to highlight here. We also wanted to provide a point of comparison to the HR Equality Dashboards.

This information is three years old at this point, but it still provides the most up to date information on our residents, especially in its comprehensive nature.
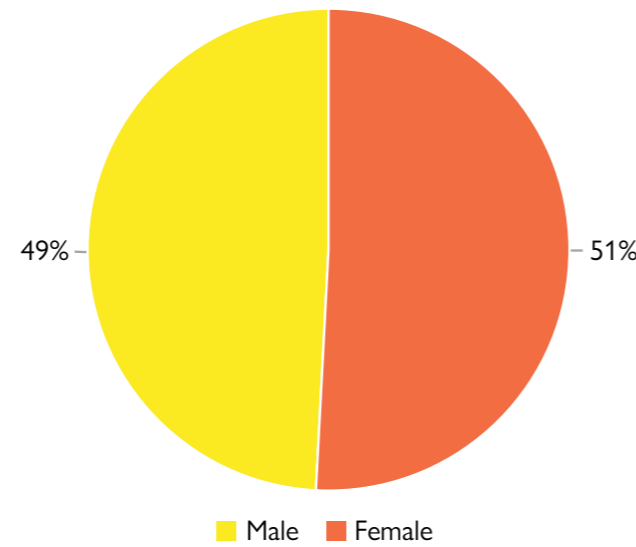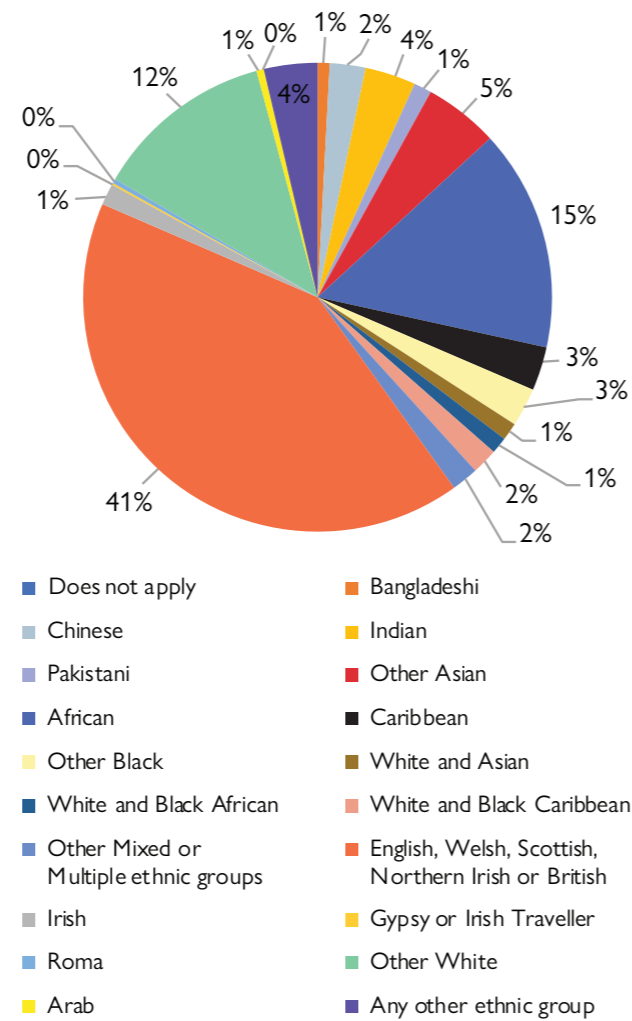
Demographic Data

Sex

- There is a slight majority of women in the borough with 51% when compared to 49% of men.
- This is fairly even but the slight majority of women might need to be considered in terms of service access and provision.

49% — 51%

- Male
- Female

Age

- The Royal Borough of Greenwich is quite a young brough with 59% of residents being under the age of 40 and the single largest group being 25 to 39 years old.
- The second largest group is under 16 which means that we have to consider services for children and how parents can be supported.
- 10% are over 65 which is the smallest group but still represent a significant group. We need to ensure services are accessible to older people and potentially consider staff who continue to work over the age of 65.

10% · 21% · 11% · 27% · 15% · 16%

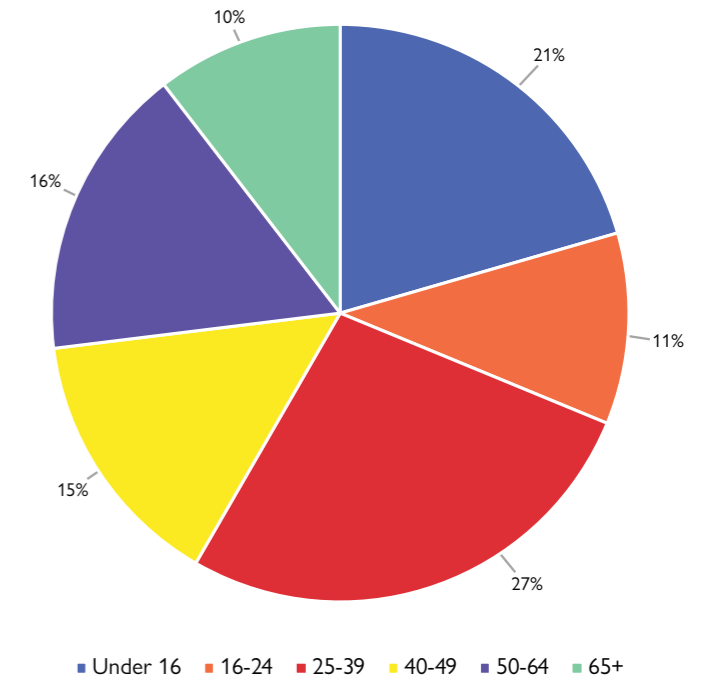- Under 16
- 16-24
- 25-39
- 40-49
- 50-64
- 65+

Ethnicity

- White British is the single largest ethnic group in the borough but is 41% so most residents are an ethnicity other than this. When you consider other white ethnicities, then more than half of the borough's residents are white.
- The second largest ethnic group is Black African, 15% of all residents. Other white is the third largest with 12%.
- All other groups are 5% or less of the population but there is a wide range of ethnicities represented in the borough.
- This means we need to reflect on how representative our staff are to this and what issues these groups have in accessing our services.

1% · 0% · 1% · 2% · 4% · 1% · 5% · 15% · 3% · 3% · 1% · 1% · 2% · 2% · 41% · 1% · 0% · 0% · 12% · 4%

- Does not apply
- Bangladeshi
- Chinese
- Indian
- Pakistani
- Other Asian
- African
- Caribbean
- Other Black
- White and Asian
- White and Black African
- White and Black Caribbean
- Other Mixed or Multiple ethnic groups
- English, Welsh, Scottish, Northern Irish or British
- Irish
- Gypsy or Irish Traveller
- Roma
- Other White
- Arab
- Any other ethnic group

Disability

- 80% of residents do not either have a disability or a long-term physical or mental health condition.
- 15% of residents are disabled under the Equality Act with the 7% having activities limited a lot and 8% having activities limited a little.
- There is a further 5% of residents with long-term health conditions but not considered disabled.
- This means there are 20% of residents that may require additional support in accessing services. This could also mean that there is a number of staff who require support – the number is currently only 5% but this could be under-reported.

7% · 8% · 5% · 80%

- Disabled under the Equality Act: Day-to-day activities limited a lot
- Disabled under the Equality Act: Day-to-day activities limited a little
- Not disabled under the Equality Act: Has long-term physical or mental health condition but day-to-day activities are not limited
- Not disabled under the Equality Act: No long-term physical or mental health conditions
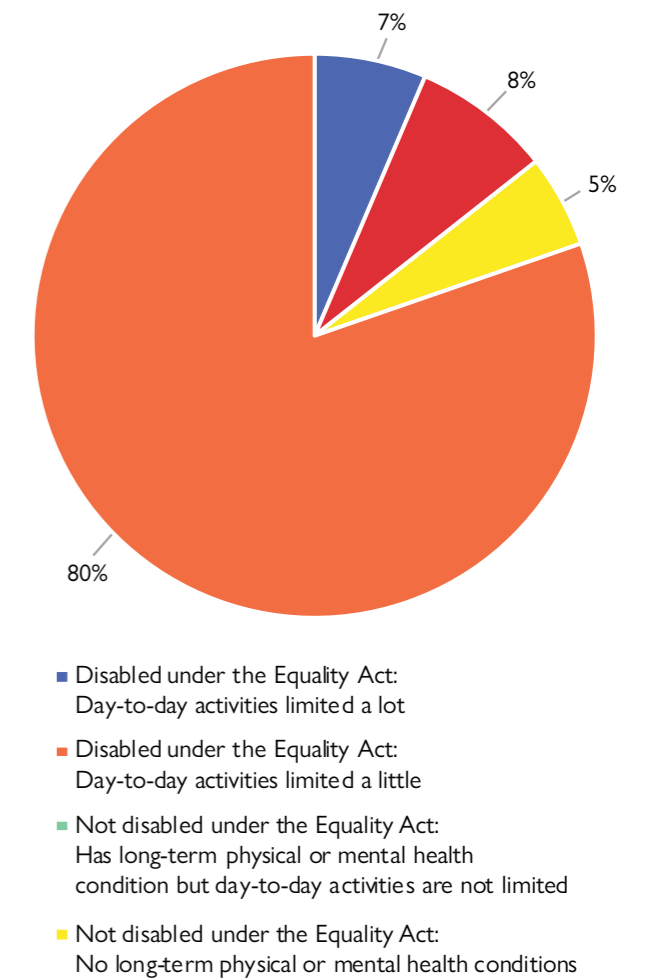
Demographic Data

Gender

- Most residents are the gender that they were assigned at birth with 92% of residents reporting this.

- 7% of residents did not provide an answer to this question. This could mean that people feel uncomfortable revealing that identity or do not feel that this is a necessary question. This is something to be investigated so we can support our residents if they don't feel safe being themselves.

- There were only less than 1% of residents (0.89%) who consider themselves trans, non-binary or generally do not necessarily identify with their assigned gender at birth. Trans women are the largest of this group with 0.43% of residents. This could be under reporting, but this is higher than the English figure of 0.5%.

- Since the census was conducted, feedback has been provided to the Office for National Statistics that some of the wording of this question may have confused some residents, particularly those who speak English as a second language, leading to some non-completion or inaccuracy in respect of this data. Despite this weakness, this data is included in this document as the census is still the main primary source of this information for the borough.

0% 0% 0% 0% 1% 7% 92%
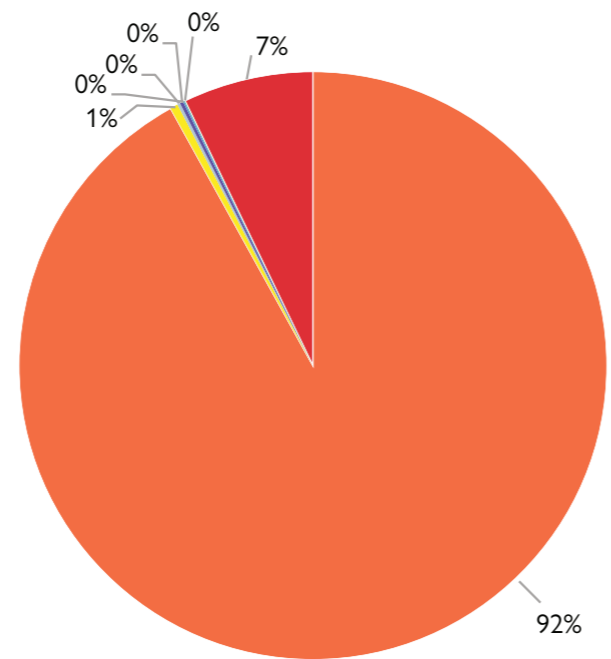
- ■ Gender identity the same as sex registered at birth
- ■ Gender identity different from sex registered at birth but no specific identity given
- ■ Trans woman
- ■ Trans man
- ■ Non-binary
- ■ All other gender identities
- ■ Not answered

Sexual Orientation

- The majority of residents identify as straight of heterosexual with 87%.

- The largest other orientation is gay or lesbian with just over 2% and then bisexual with just over 1%.

- 9% of residents did not answer this which could mean that people feel uncomfortable revealing that identity or do not feel that this is a necessary question. We may need to do work to make people feel more comfortable and engage with these identities.

0% 0% 0% 0% 1% 3% 9% 87%
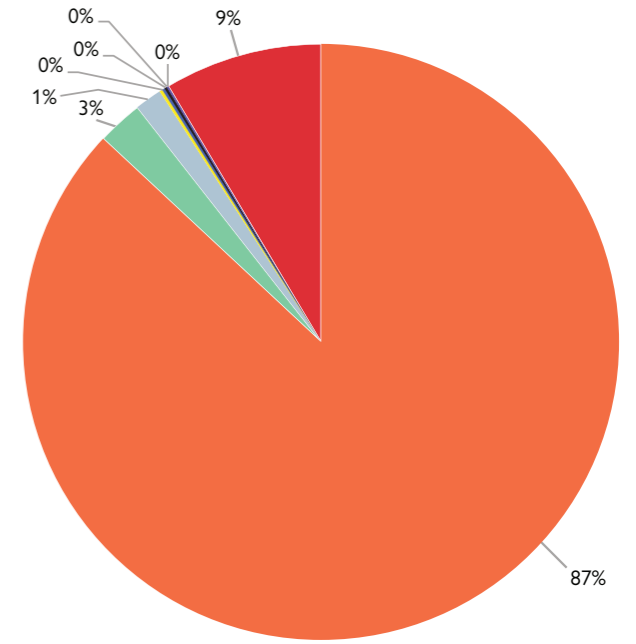
- ■ Straight or Heterosexual
- ■ Asexual
- ■ Pansexual
- ■ Not answered
- ■ All other sexual orientations
- ■ Bisexual
- ■ Gay or Lesbian
- ■ Queer

Religion

- The single largest religious group in the borough is Christian with 45% of all residents.

- 33% of residents have no religion.

- 8% of residents were Muslim.

- 6% did not answer the question.

- There are approximately 10% of residents who follow another religion.

- This means there is a plurality of religion to in the borough and that most residents identify with a religion. This should mean we need to consider this as part of our engagement and accessibility.

1% 1% 6% 8% 0% 4% 2% 45% 33%
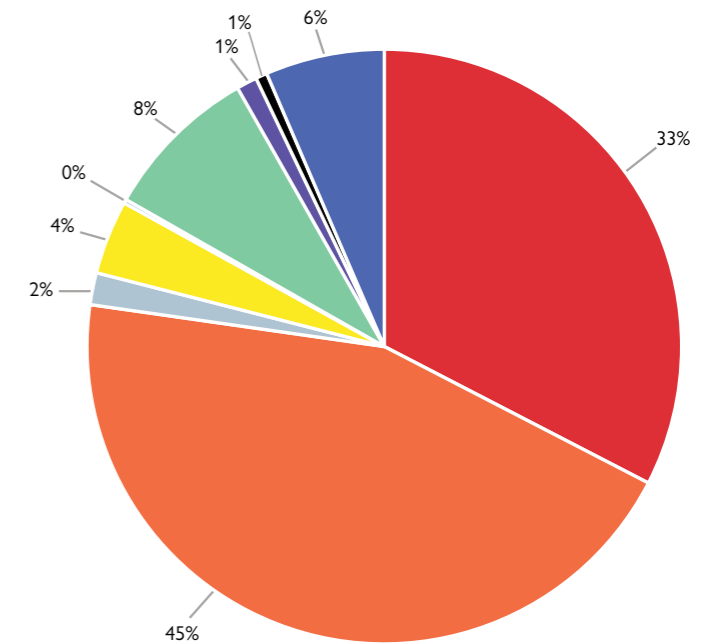
- ■ No religion
- ■ Buddhist
- ■ Jewish
- ■ Christian
- ■ Hindu
- ■ Other religion
- ■ Muslim
- ■ Sikh
- ■ Not answered

Royal Borough of Greenwich Dashboard

Conclusions

- The Census reveals that there are key demographics we need to consider as part of our Objectives.

- We need to continue to consider ethnicity when looking at our staff, especially leadership, but also in how we engage with our residents with more than half of our residents being from backgrounds other than White British.

- We need to review how we support disabled people into work as well as how we design our services to meet their needs as 20% have some sort of disability or long-term condition.

- Finally, we should consider engagement around sexuality and gender identity as almost 10% of people did not feel able to answer the question. We need to be making our borough safe for people to be open about their identity and for our staff and residents to be open to people's identities.

- We do need to be aware that Census data will shift between the periods of collection, for instance the Borough has become more ethnically diverse between the 2011 and 2021. This means that it will be impossible to completely reflect the population demographically, especially due to population changes overtime.

- Our key goal is to keep monitoring our demographics and show that we are moving towards a more representative staff population through ensuring that there are no barriers to anyone working within the borough. We will also continue to make sure that our services meet the needs of our residents, regardless of background and ability to access our services.

Royal Borough Of Greenwich EDI Dashboard

Royal Borough of Greenwich Dashboard

Below is selected information from the EDI Dashboard that HR produce every six months. The data is for Q4 2023/24.

The only exception to that is the data on the gender and ethnicity pay gaps which are from March 2023.

This information provides the most up to date picture about how representative our Council is and gives us an understanding of areas of the business where we need to support change and particular groups that need additional support to gain equity.

EDI Dashboard

Sex

- The Royal Borough of Greenwich has a higher proportion of women working for it than men, 56% to 44%. This is a bigger proportion than the 2021 Census, 51% to 49%.

- However, this varies greatly between directorates.

- In the majority of directorates, women do outnumber men by some margin, with the largest percentage of women in Children's Services with 83%.

- The exceptions to this were Communities, Environment and Central and Housing and Safer Communities with 75.5% and 58% being male respectively.

Royal Borough of Greenwich

■ Female ■ Male

Directorates

■ Female ■ Male
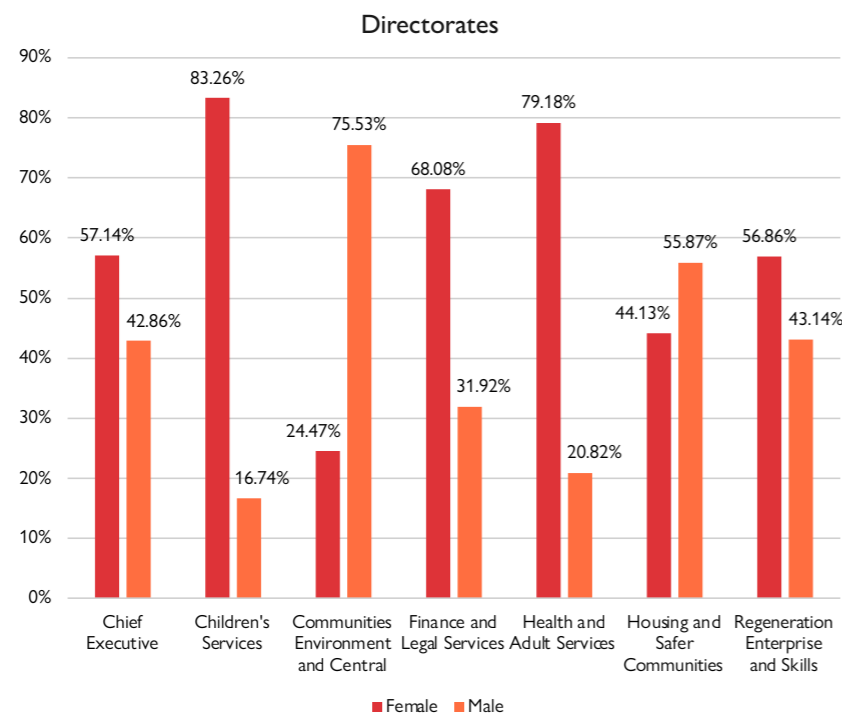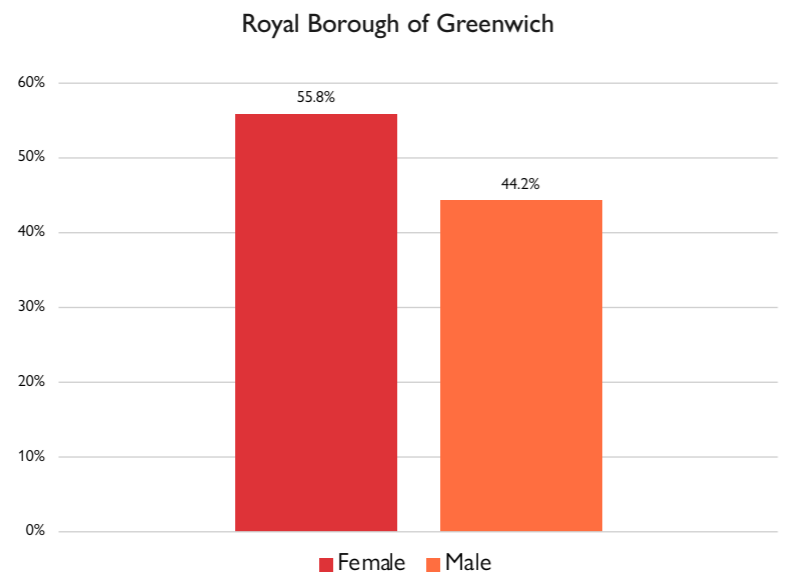
Data: RBG HR Equality Dashboard Sept Apr 2023/24

Gender Pay Gap

- In 2023, The Royal Borough of Greenwich had a higher proportion of women working for it than men, 56% to 44%. This is a bigger proportion than the 2021 Census, 51% to 49%.

- Overall, the Council as a negative gender pay gap of 4% (March 2023), meaning that on average women get paid 4% more than men.

- However, when looking at directorates the picture is very different with men getting paid more in each directorate except Communities, Environment and Central where men get paid significantly less on average, 13% negative pay gap.

- This reflect the large number of lower paid men in that directorate and that this is having an impact on the overall gender pay gap.

Royal Borough of Greenwich

■ Average ■ Median

Directorates

■ Average ■ Median
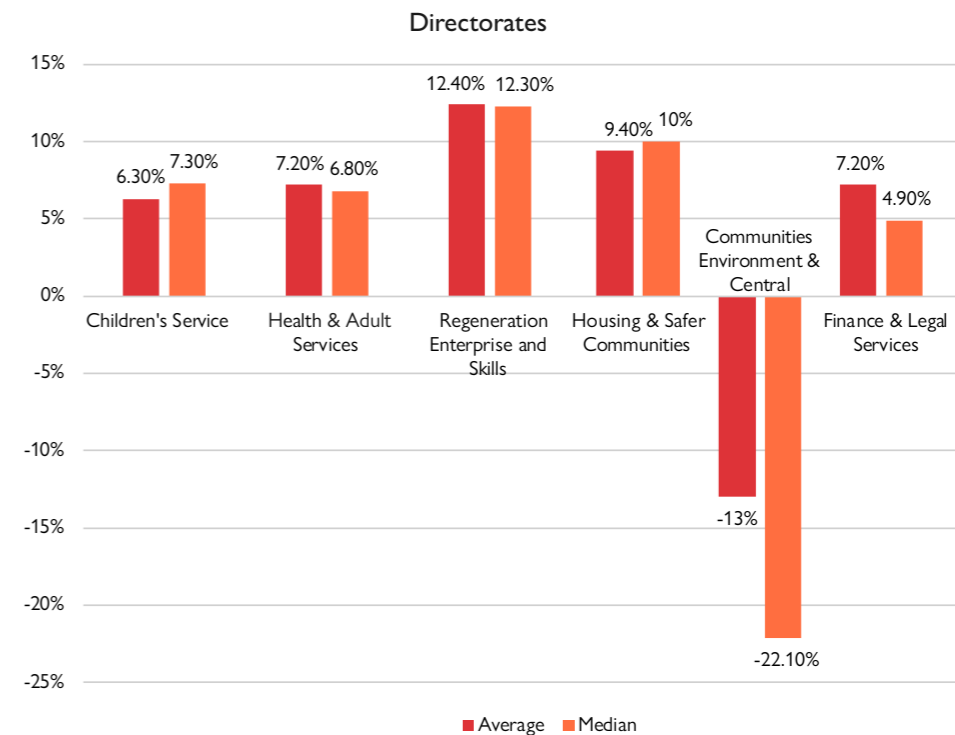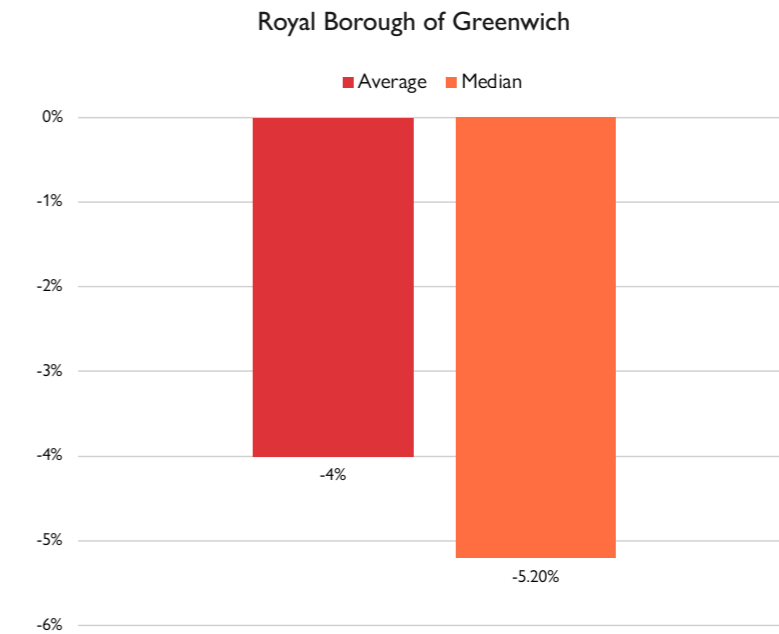
Data: RBG Gender Pay Gap Reporting March 2023

EDI Dashboard

Ethnicity

- The Royal Borough of Greenwich has a majority of staff from white backgrounds with 62% of staff from that background. This is higher than the census at approximately 55%.

- The next largest broad ethnic group were Black representing 23% of staff, which is slightly higher than the 21% of Black residents recorded in the Census. Asian staff represented 8% of the total population, lower than the approximately 13% of Asian residents on the Census and mixed/multiple ethnicities were 4.6%, slightly lower than the approximately 6% of residents on the Census

- In all directorates, white staff were the majority. The directorates with the largest proportion

of white staff were Communities, Environment and Central, 79% and Housing and Safer Communities, 66%.

- However, in Health and Adults 39% of staff were from a Black background and Children's had 32%.

- The directorates with the largest percentage of Asian staff were Finance and Legal, 14% and Regeneration, Enterprise and Skills, 12%.

- Directorates tended to have similar proportions of mixed staff, with Regeneration, Enterprise and Skills having the largest the 7%, followed by Housing and Safer Communities and Finance and Legal with 5%.

Royal Borough of Greenwich

Pie chart — Royal Borough of Greenwich:
- Asian 7.95%
- Black 23.01%
- Mixed 4.58%
- Not Known / Not Declared 1.39%
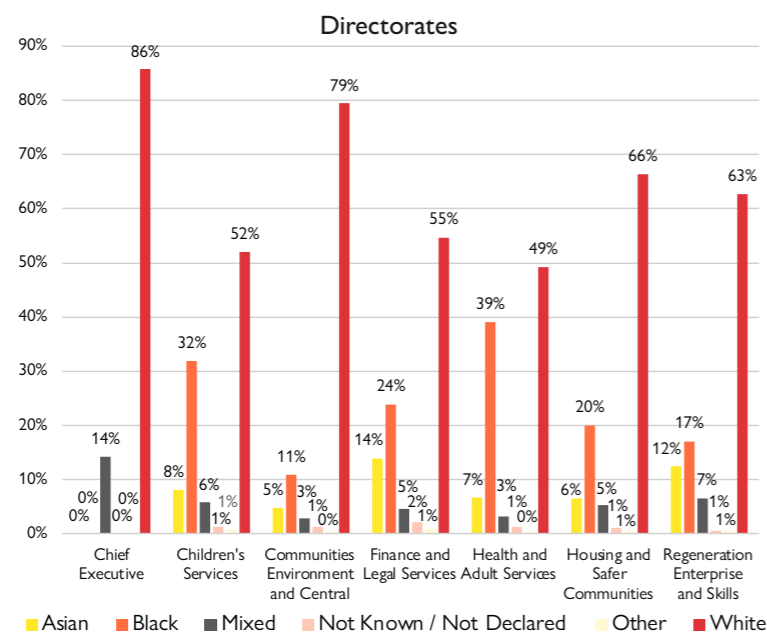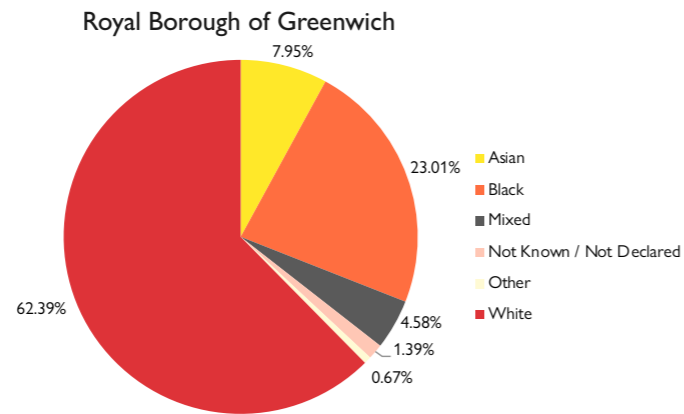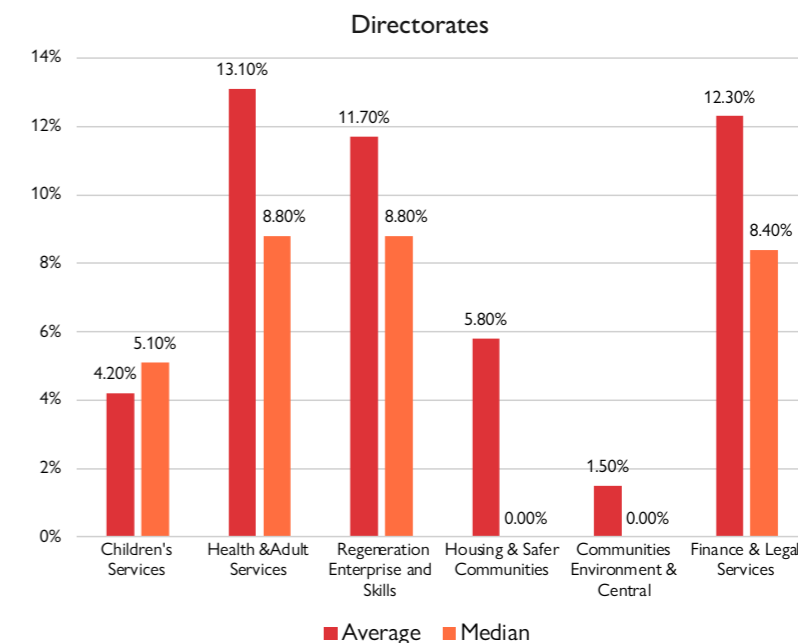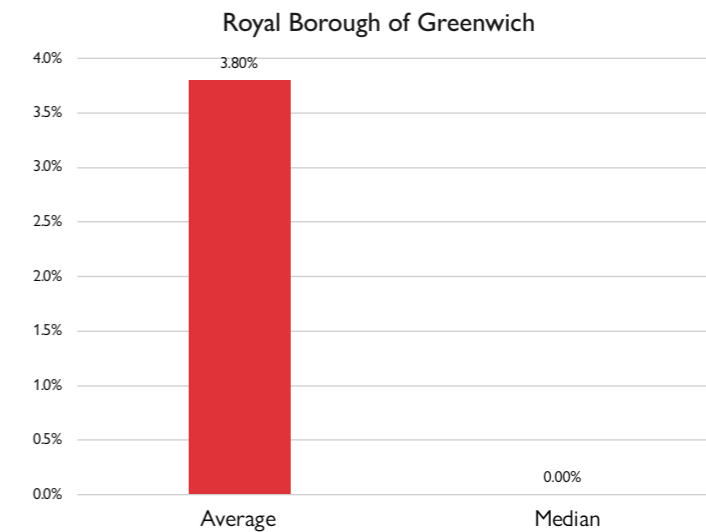- Other 0.67%
- White 62.39%

Directorates

Bar chart of Directorates by ethnicity (Asian, Black, Mixed, Not Known / Not Declared, Other, White):

- Chief Executive: Asian 0%, Black 0%, Mixed 14%, Not Known 0%, Other 0%, White 86%
- Children's Services: Asian 8%, Black 32%, Mixed 6%, 1%, White 52%
- Communities Environment and Central: Asian 5%, Black 11%, Mixed 3%, 1%, 0%, White 79%
- Finance and Legal Services: Asian 14%, Black 24%, Mixed 5%, 2%, 1%, White 55%
- Health and Adult Services: Asian 7%, Black 39%, Mixed 3%, 1%, 0%, White 49%
- Housing and Safer Communities: Asian 6%, Black 20%, Mixed 5%, 1%, 1%, White 66%
- Regeneration Enterprise and Skills: Asian 12%, Black 17%, Mixed 7%, 1%, 1%, White 63%

Data: RBG HR Equality Dashboard Sept-Apr 2023/24

Ethnicity Pay Gap

- In March 2023, the Royal Borough of Greenwich had a pay gap on average 3.8% and a median of 0%.

- This shows that overall, there is a minimal pay gap between white and Black and Minority Ethnic staff.

- However, this is not the full picture.

- In all directorates, the average pay gap was positive. The largest average was Health and Adults with 13.1%. The lowest was Communities, Environment and Central with 1.5%.

- In the majority of directorates, the median was also positive, with the largest pay gaps being Health and Adult Services and Regeneration Enterprise and Skills with 8.8%. However, there were 2 directorates with no pay gap, Communities, Environment and Central and Housing and Safer Communities.

- These two with zero pay gap have a higher proportion of white staff who are lower paid in comparison with others.

Royal Borough of Greenwich

Bar chart — Royal Borough of Greenwich:
- Average 3.80%
- Median 0.00%

Directorates

Bar chart of Directorates (Average, Median):
- Children's Services: Average 4.20%, Median 5.10%
- Health & Adult Services: Average 13.10%, Median 8.80%
- Regeneration Enterprise and Skills: Average 11.70%, Median 8.80%
- Housing & Safer Communities: Average 5.80%, Median 0.00%
- Communities Environment & Central: Average 1.50%, Median 0.00%
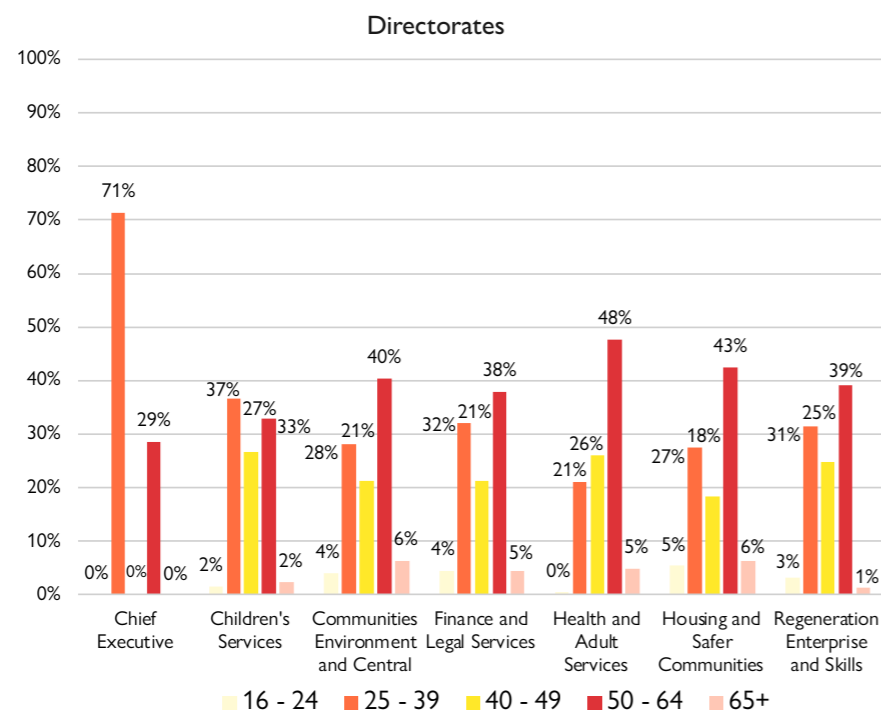- Finance & Legal Services: Average 12.30%, Median 8.40%

Data: RBG Ethnicity Pay Gap Reporting March 2023

EDI Dashboard

Age

- The Royal Borough of Greenwich has an older workforce with approximately 40% being between 50 to 64, which is significantly above the 16% of residents on the Census.
- The smallest group was 16 to 24-year-olds with 4% of staff being within that age group. This is compared to 11% of the Borough's Census population.

- The majority of directorates had 50 to 64-year-olds as the largest age group. Typically, either 16 to 24-year-olds or over 65s were the smaller groups depending on directorate.
- However, in Children's Services, 25 to 39-year-olds were the largest age group, showing that they had a slightly younger skewing workforce.

Royal Borough of Greenwich

Pie chart: 16 - 24: 4%, 25 - 39: 30%, 40 - 49: 22%, 50 - 64: 40%, 65+: 5%

Legend: 16 - 24 | 25 - 39 | 40 - 49 | 50 - 64 | 65+

Directorates

Legend: 16 - 24 | 25 - 39 | 40 - 49 | 50 - 64 | 65+
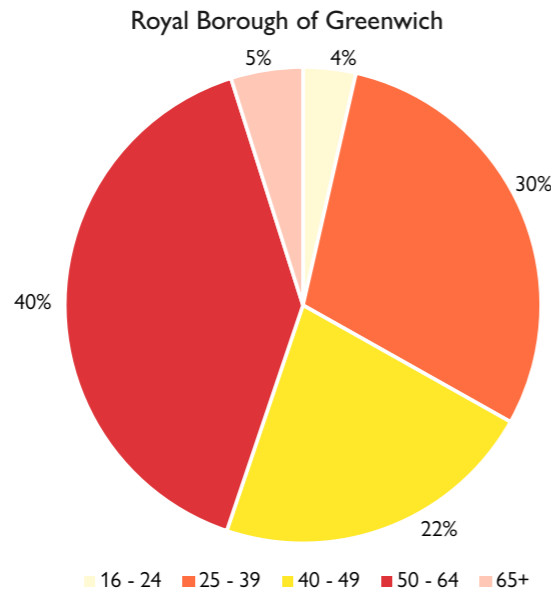
Disability

- The vast majority of the staff are not disabled with only 6% as of Q4 2023/24. There is additionally, 3% of people who prefer not to say.
- There is potential underreporting on the number of staff who are disabled, with 20% of Greenwich residents according to the 2021 Census having some kind of disability that may require some support.

- There is limited variation in directorates with between 91% and 93% of staff not reporting a disability. On average, it was 6% of staff across directorate reporting having a disability.
- The exception of this was Chief Executive but they are a small directorate so any reporting would disproportionally impact the percentages.

Royal Borough of Greenwich

Bar chart: Disabled: 6%, Not Disabled: 92%, Prefer Not to Say: 3%

Legend: Disabled | Not Disabled | Prefer Not to Say

Directorates

Directorate	Disabled	Not Disabled	Prefer Not to Say
Regeneration Enterprise and Skills	5%	92%	3%
Housing and Safer Communities	6%	92%	2%
Health and Adult Services	4%	92%	4%
Finance and Legal Services	6%	91%	3%
Communities Environment and Central	6%	91%	3%
Children's Services	6%	93%	1%
Chief Executive	12%	88%	0%

Legend: Disabled | Not Disabled | Prefer Not to Say

EDI Dashboard

Religion

- For council staff, Christianity is the largest religion with 38%, lower than the Census figures of 45%. The next highest is no religion or belief at 27%, again slightly lower than the Census at 33%.
- There is a significant percentage either saying not known/not declared or prefer not to say – the two groups adding up to 25%. People may not feel confident revealing their relief belief/faith or lack thereof in the organisation.
- There is some variation between directorates but in all, but two directorates Christianity is the largest religion.
- The two directorates, where no religion or belief is the highest religion, are Chief Executive and Community, Environment and Central.

Royal Borough of Greenwich

Pie chart values: 37.8%, 0.7%, 1%, 0.1%, 3.7%, 27.4%, 17.1%, 8%, 1.4%, 0.4%, 2.5%

Legend: Any Other Religion, Buddhist, Christian, No Religion or Belief, Not Known / Not Declared, Prefer Not to Say, Hindu, Jewish, Muslim, Sikh, Z Not Known

Religion

Bar chart across directorates: Chief Executive, Children's Services, Communities Environment and Central, Finance and Legal Services, Health and Adult Services, Housing and Safer Communities, Regeneration Enterprise and Skills

Legend: Any Other Religion, Buddhist, Christian, No Religion or Belief, Not Known / Not Declared, Prefer Not to Say, Hindu, Jewish, Muslim, Sikh, Z Not Known

Data: RBG HR Equality Dashboard Sept-Apr 2023/24

Sexuality

- The majority of council staff are heterosexual with 72%. This is lower than the census at 80%. However, The next largest group was Not Known/not declared at 17% with third highest being Prefer not to say at 7.5%. These combined are significantly higher than the 9% of Census respondents who preferred not to say.
- The fact that almost a quarter of staff feel unable to disclose their sexuality is a concern. This may be because staff either feel unsafe to disclose or that it is irrelevant to them.
- Within directorates the trend is similar to overall Royal Greenwich status. There are small variations with Communities, Environment and Central, Housing and Safer Communities and Health and Adults having a slightly lower percentage – under 70% -of heterosexual staff.
- The trend also persisted across directorates where the second and third highest response rate was not known/not declared and prefer not to say.

Royal Borough of Greenwich

Pie chart values: 72.2%, 1.3%, 0.8%, 0.7%, 7.5%, 0.4%, 17%

Legend: Bisexual, Gay Man, Gay Woman / Lesbian, Prefer Not to Say, Heterosexual / Straight, Not Known / Not Declared, Other

Sexuality

Bar chart across directorates: Chief Executive, Children's Services, Communities Environment and Central, Finance and Legal Services, Health and Adult Services, Housing and Safer Communities, Regeneration Enterprise and Skills

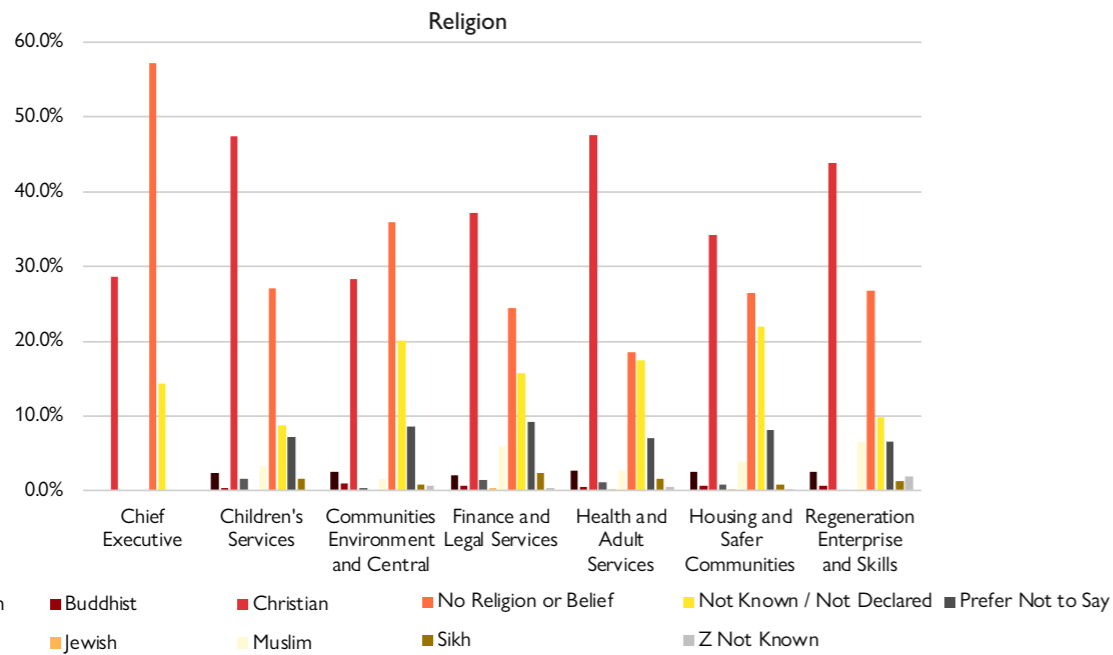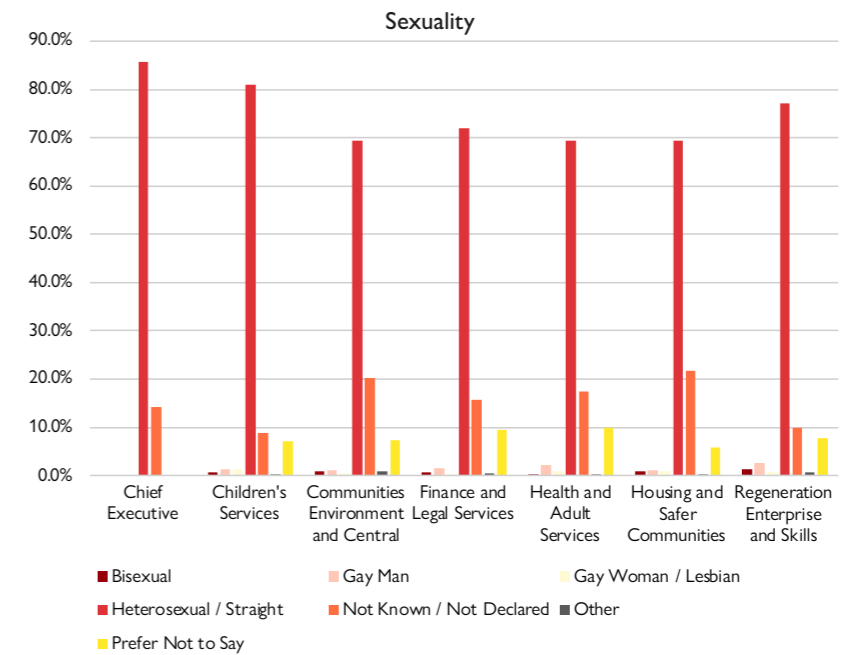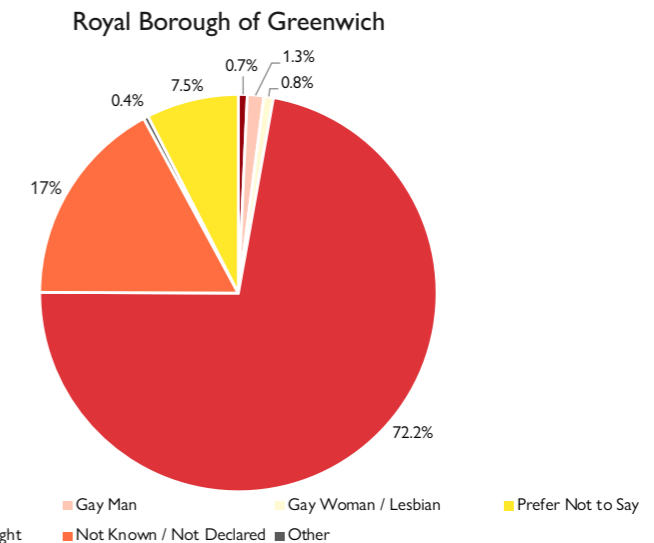Legend: Bisexual, Gay Man, Gay Woman / Lesbian, Heterosexual / Straight, Not Known / Not Declared, Other, Prefer to Say

Data: RBG HR Equality Dashboard Sept-Apr 2023/24

EDI Dashboard

Gender Identity

- Unfortunately, we currently do not report this information. However, we are committed to ensuring that we will be able to collect this information through Share Not Declare scheme.
- Additionally, we have the importance of ensuring that people feel psychologically safe to disclose their gender identity, especially those who trans, non-binary or otherwise gender diverse.
- Collecting this information will support us in ensuring that we develop the right support mechanisms for trans, non-binary or otherwise gender diverse.

Conclusion

- Overall, there is progress in being representative of our residents and that when to take the figures as a whole, it is very positive.
- However, there is a great deal of discrepancy between directorates across almost all demographics. This needs to be addressed so that we can be representative throughout the organisation.
- There was also issues with disability representation in the organisation with only approximately 6% of staff reporting having a disability with a further 3% saying they prefer not to say. We need to continue to support disabled staff and make our recruitment process as accessible as possible.
- There was similar issues with people feeling able to talk about sexuality as the census, at a bigger percentage than the census. This means we need to support staff to feel safe to be themselves in the workplace.
- There is an issue with comparing our staff demographics to the Census due to the population changing over time. For instance, whilst our ethnicity is not strongly representative of the Census 2021, it is close to 2011 data, showing a ten-year gap in representation.
- This means it will be difficult to ever be completely representative, but our focus needs to be on removing barriers to working for the Council and that we need to encourage residents to consider us an employer of first choice to improve representation.

Best practice review

An analysis of existing Equalities Policies/Objectives from other organisations including Local Authorities and NHS.

Overview of Best Practice

Reviewing Local Authority Equality Objectives/Strategies showed that the majority of these were quite general and did not target specific groups. Some were more specific in their action plans, but others kept things broad. They also typically focused on their staff, which can be shown that Local Authorities understand the largest impact on equalities is on the staff.

Below, five key Local Authorities are discussed as examples of what other Local Authorities can be.

Best practice review

Local Authorities

Waltham Forest

Waltham Forest has four Equality Objectives 2022-26:

1. Deliver inclusive services which actively address inequality and exclusion and enable all residents of Waltham Forest to realise their potential.

2. Build an inclusive workplace where our workforce, from the frontline to senior management, reflects the communities we serve, and all colleagues feel confident to be their authentic selves at work.

3. Champion equality, diversity and inclusion in Waltham Forest and tackle discrimination in all its forms, our communities are safe, cohesive, and people of all ages are able to participate in the borough's success.

4. Embedding equality at the heart of our approach to development and growth so that every resident, regardless of where they live in the borough, can lead a healthy and fulfilling life.

These are broad with no focus on specific groups but ensuring that the whole borough is supported. There is also a set of actions which are still quite broad in their focuses in terms of characteristics but do have focus on different areas of the borough. The exception is the pay gap reporting and management with ethnicity, gender, disability and sexual orientation being specified.

Hammersmith and Fulham

Hammersmith and Fulham has five Priorities 2021-25:

1. Everyone in our borough feels valued and they belong

2. Removing barriers to inclusion

3. Ensuring that our services tackle the disproportionate impact on young people (including those at risk of street crime and exploitation by gangs)

4. Improving opportunities for all

5. Becoming an employer of choice and fostering greater inclusion

These are broad but there is a specific focus on age with young people prioritise in the number 3. Their Equalities Plan highlights the work being already done to address priorities, which is again quite broad but there is mention of disability.

Westminster City Council

Westminster City Council developed four Objectives in consultation with their Staff in 2021:

- Staff will represent the demographic of our communities at all levels of the organisation.

- Understand our diverse communities and embed that understanding in how we shape all that we do across the Council.

- Support Westminster's communities to be sustainable, socially inclusive and empowered to act, when they are best placed to do so.

- Demonstrate inclusive leadership, strategic partnership and a clear organisational commitment to be a leader in equality, diversity and inclusion in the city.

These are broad and look at the community rather than focusing on individual groups. It shows their commitment to deep, structural change as well.

Wandsworth

Wandsworth Council developed five Objectives for 2021-25:

1. **Identify key factors contributing to poor health outcomes** and missed opportunities for good health in Wandsworth, through the refresh of the Joint Strategic Needs Assessment and take forward actions to address them.

2. **Ensure all our children have the best start in life** by narrowing the gap from foundation stage for the most vulnerable groups, especially:

- Black African, Black Caribbean, Mixed White and Black Caribbean pupils

- White British disadvantaged boys

- Children receiving pupil premium

- Children Looked After

3. **Support our residents to get on in life** by providing advice and support for them to engage in employment opportunities. Target groups currently include:

- Residents over 45

- Younger residents

- Those from minority ethnic groups.

4. **Tackle violence against women and girls**

5. **As a key contribution to making Council services accessible to all in the community**, to support management initiatives to ensure staff at all levels are representative of the residents we serve and that the views and experiences of all staff are valued and considered

These are more specific in their targeting of communities and are slightly more specific in what they want to achieve such as health outcomes, employment and Violence against women and girls. Their full objectives provide more detail into how this is going to be achieved and can be found on their website. This is closer to the approach that Greenwich has previously taken.

Hackney

Hackney Council developed their Equality Plan in February 2024, and it will run until 2026. The Equality Plan objectives are:

Working with communities:

1. Eradicate inequality at every life stage by taking protective, preventative positive action

2. Building opportunity and well-being

3. Celebrate and serve diverse communities and value the contribution they make

Underpinning organisational objectives:

1. Embed equality into service plans and practice across the council and the borough

2. Change as an institution to ensure internal and systemic change

These are outlined in a report that provides more specific details about how this is targeted. Additionally, in the organisational objectives section, they have specific sections that cover ethnicity and LGBTQ+ frameworks. This is an approach that is admirable and something that we would like to emulate in Greenwich.

Conclusions

What can we learn from the best practice?

The majority of Equality Objectives are broad in their approach, and this has benefits as it enables Councils to target many different marginalised groups rather than be too specific. The Councils with the strongest best practice follow it up with more specific actions/outcomes that address the needs of specific groups rather than attempting to treat them the same. There is a sense that for some Councils the Objectives are more of a tick box exercise with limited detail about how this is going to be achieved. The best practice selected provides more specific Objectives that address specific issues around Equality in their respective Councils for both staff and residents and show a strong commitment to achieving equality for all in their Council. There is a balance to be struck between specificity and breadth that Greenwich should aim for in its approach.

Engagement process and results

This section provides detail on the engagement that the Community and Business Development team did with staff and our residents.

Overview of Engagement Process

For this series of Objectives, we were keen to engage with our staff and our residents.

To do this, we met with staff from across the organisation through workshops at different sites to ensure we included front-line staff. We also held two online workshops for staff who could not attend the in-person sessions.

We also emailed our funded voluntary groups and met with MPs from Advocacy in Greenwich to discuss key issues they faced.

Engagement activities

Internal engagement activities

- There were a total of ten engagement sessions for staff between March and May with three workshops in The Woolwich Centre, five workshops with front line staff in Oxleas, Eltham Crematorium and Birchmere and two online workshops.
- The sessions in The Woolwich Centre were open sessions where any member of staff could drop in and put their opinions on different topics on post-it notes – the questions asked will be in Appendix D. These post it notes were collated and analysed to find the most important issues to these staff. These were used to develop the new Objectives.
- The online, Birchmere, Oxleas and Eltham sessions were conversations between staff with key questions asked but notes taken. Again, these notes were collated and analysed the most important issues used to develop the new Objectives.

Internal engagement results

- There was a broad sense that staff cared about equalities but there were barriers for them to fully engage.
- A key one of these was communication, as staff felt that they were not informed enough of issues but also that that they were not listened to by management. There was a sense of a lack of engagement with staff.
- There was also an impression that line and middle management were a barrier to full equalities especially in their knowledge of the topics or support for progression.
- A final trend that came through was lack of training for people that would help them progress.
- Staff did discuss wider issues within their workplace that were outside of the scope of the Objectives, but these would be brought to the appropriate forums for discussion and appropriate action to be taken.

External engagement

- We sent emails to VCS Grant Funded groups to get feedback from them on key issues that their groups face. Additionally, we asked for feedback from the MPs from Advocacy in Greenwich to especially focus on Disability issues.
- The issues that came through was ensuring better understanding about their circumstances and ensuring that there was better accessibility to services such as Easy Read.
- There was also the mindfulness of how we use language to talk about issues and communicate with people.

Engagement overview

The key themes that need to be considered as part of the review and development of the new Equality and Equity Objectives are as follows:

- We need to ensure that we communicate with staff and residents better on equalities, both about issues but also to celebrate equalities. We also need to engage with our staff and residents about decisions taken to ensure it does not negatively impact them.
- We need to consider how we can have middle and line managers also take the lead in engaging with equalities so that we do not have a blockage from any change for staff being made.
- We need to focus on providing more information on disability and neurodiversity and provide support for staff and residents who are disabled and/or neurodiverse. This came through in both the internal and external engagement

Equality and equity objectives 2024-28

This section provides an overview of the plans for the development of Equality and Equity Objectives 2024-2028.

Equality and Equity Objectives 2024-2028

We have developed the Equality and Equity Objectives based upon the feedback we received, guidance from best practice and the progress that has been made from the previous.

We have made the Objectives more succinct and simpler, to make sure that they can be understood by most residents and staff.

We are also ensuring that the Objectives will look outwards to support our residents as well as inward at our own Council practices.

We will be taking an intersectional approach throughout the Objectives. Intersectionality considers how a person's different identities can interact when it comes to discrimination. For example, a Black woman's experience of sexism will be different than that of a White woman due to her ethnicity.

People are not just one identity, and we need to consider everyone as whole people and tailor our approach in addressing needs appropriately. This is the only way to ensure that our Objectives are successful.

Equality and Equity Objectives 2024-28

Equality and Equity Objective 1: Leadership, management and councillors will act as one in our strive to achieve equity in the Borough

What will this look like?

- All leadership and management in the Council will model good behaviour in ensuring Equity is embedded throughout the Council and the Borough.
- The leadership will ensure that the Council comes together to deal with systemic inequality.
- They will champion these values across the organisation and Borough.
- They will support coproduction with our residents, especially those with marginalised identities, to listen to their needs to level the playing field for those facing inequality.

Why is this important?

The leadership of the Council lead everything and set the agenda for the Borough. It is essential that leadership are fully on board as any change to ensure that the borough is equal will struggle to be achieved without the full engagement of all our Councillors and management. We moved this to number one as an Objective as we feel that without this, all the other Objectives will not be a success. that align with many of our residents. It is also important that we can provide our residents the opportunity to work and progress in the Council so they can influence things.

Equality and Equity Objectives 2: As we recruit, develop and reorganise staff, we will support actions that ensure that the Council's workforce, including senior leadership, are representative of the wider borough population

What will this look like?

- We will continually review process and procedures to ensure that there are no barriers to anyone working at the Royal Borough of Greenwich.
- We will review how well we are doing on this and report on this on a regular basis.
- We will continue to take actions to ensure that our staff can progress through the Council, regardless of background.
- We will continue to look at the recruitment of senior management to ensure that we consider how they can be more representative of our residents.

Why is this important?

As a Council, we serve and represent our residents, so it is essential that we reflect our residents as best as we can. Also, by having leadership who looks more like our residents, they can take better informed decisions as they would have experiences that align with many of our residents.

Equality and Equity Objectives 2024-28

Equality and Equity Objective 3: Review actions taken to implement equalities policies and procedures, so they reflect the needs and experiences of staff and residents and that they are applied consistently, fairly and sensitively across the Council.

What will this look like?

- We will support management across the Council to apply our policies and procedures fairly and there is no differences between directorates or services in how they are being applied.
- We will continue to inform managers of policies and procedures and how they need to be applied to staff.
- We review policies and procedures, so that they continue to reflect the needs and concerns of staff, so they do not discriminate against any member of staff and can enable them to thrive in the workplace.
- We will involve our staff in the development of policy to ensure that they reflect the needs and concerns of staff, especially those who are marginalised.
- We will look at lessons learned staff and resident complaints plus employment tribunal outcomes to improve the implementation of policies and procedures.

Why is this important?

For our policies and procedures to be effective, they need to be applied fairly and consistently to all staff. There have been problems when this has not happened, which means that those staff are not being treated fairly and cannot benefit from these policies. It will also make sure that we are an attractive employer, linking to Objective 2, if we have policies that allow people to be who they want to be.

Equality and Equity Objectives 4: We will embed our Inclusive Language Guide throughout the organisation.

What will this look like?

- We will continue to promote the Inclusive Language Guide throughout the organisation.
- We will continue to provide training on how to use the Inclusive Language guide.
- We will continue to review the guide to ensure that the language is reflective of current use and appropriateness.
- We will support teams in using it to make sure the language they use in communications is inclusive and appropriate.

Why is this important?

The Inclusive Language Guide is an important tool as language is powerful in making people feel included or excluded from our organisation. By making sure that people are using it appropriately, we will enable our staff and residents to feel more included in the Council and the wider borough. We will also make our staff more confident in the language that they use and not make their colleagues and residents feel excluded and empower them to become better allies for marginalised groups.

Equality and Equity Objectives 5: To work better with our community forums, to more proactively engage with our communities on our policies and programmes.

What will this look like?

- We will take feedback from our community forums about our services to ensure they meet their needs, especially where there might be impact on marginalised residents.
- We will involve our community forums in the development of key strategies, programmes and policies, as appropriate, to ensure they address community need.
- We will lean on the existing coproduction and codesign work to ensure that marginalised groups are involved in the development of services and strategies, as appropriate.

Why is this important?

Our community forums, such as the Multifaith Forum and G-HIVE, are a key way to engage with our residents through community leads. This engagement will support marginalised residents through the consideration of their needs in the development of programmes, strategies and actions that address borough need. It will also help prevent marginalised groups through encouraging teams to consider those groups through the forums, so we are not perpetuating inequity in the borough.

Equality and Equity Objectives 6: The Council will support disabled and neurodiverse staff and residents to thrive in the borough.

What will this look like?

- We will continue to provide training to managers to enable disabled and neurodiverse staff, including those with "invisible" disabilities, to be supported in their roles and develop their careers.
- We will continue to support all staff with disabilities to thrive in the workplace.
- We will communicate with our residents about what we are doing to support disabled residents and engage with disabled residents about how we address the issues that they face.
- We will continue to educate our staff about issues around disabilities, neurodiversity and chronic illness so they can be prepared to support their colleagues.
- We will investigate funding streams to ensure that we can provide the reasonable adjustments that disabled staff need to do their jobs effectively.

Why is this important?

Disabled people are disproportionally unlikely to be in work and require more support. The Social Justice model of disability highlights that society is only just when it provides accessible and adequate disability support. There are unique challenges that disabled and neurodiverse individuals face in accessing work and continuing in work, so this is why we have chosen to dedicate one Objective to addressing those issues. There is a lack of understanding of the impact of disabilities on disabled people and what support is required. This is especially true for those disabilities that are less visible, such as chronic pain, learning disabilities and neurodiversity. Neurodiversity is the different ways that our brains process information and is an umbrella term to describe conditions where there are key differences from more "typical" brains. Examples include autism, attention deficit and hyperactivity disorder, dyslexia and dyscalculia. We need education on these issues so we can address them properly.

Equality and Equity Objectives 2024-28

Equality and Equity Objectives 7: The Council designs services around the needs of residents, ensuring that equality and equity are embedded at the earliest stage possible.

What will this look like?

- We will work with managers to ensure that services are designed with residents at the heart of them, ensuring that issues relating to the equality and equity of residents are considered from the outset when developing or reviewing services.
- We will seek to ensure, as far as possible, that services address equality and equity issues as an integral part of the process of developing and designing services.
- We will seek to ensure that services are accessible to all residents.
- For services that the Council commissions or contracts, we will seek to ensure that external providers sign up to the Council's Equality and Equity Charter, ensuring that they embed equality and equity as part of their values.

Why is this important?

Ensuring that the design of services is focused on the needs of all residents ensures that equality and equity issues are addressed at an early stage. This ensures services that are designed to meet the specific needs of residents, particularly disabled or neurodiverse residents. By designing services with equality and equity as a key focus, it ensures that the needs of residents are addressed as a core part of the delivery of the service, rather than through an adaptation after the fact, which may artificially limit residents' ability to access a service.

Equality and Equity Objectives 2024-2028 outcomes

This section provides an overview of the outcomes for each of the Objectives

Equality and equity objectives 2024-2028 outcomes

Instead of actions, we have developed outcomes to help us monitor how well we will achieve the Objectives.

We developed the outcomes through reviewing information available and engaging with staff to understand what other information that we could use to monitor the Objectives.

This engagement has led to the development of a series of outcomes for each Objective. Each of these outcomes will support us in judging the effectiveness of any actions taken to achieve the Objectives.

Additionally, we will use case studies to monitor success in working towards our Objectives. These will be outlined in the Action Plan.

The outcomes may cover more than one Objective, and these are referenced in the far-left column of the tables below. The arrows in far-right column indicate the direction travel we want to go in to meet the success criteria.

Equality and Equity Objectives 2024-28 outcomes

Linked to Objective(s)	Outcomes	Source	Baseline (Oct 23-Apr 24)	Success Criteria
	Royal Borough of Greenwich Staff Demographics:	**HR Dashboards**		**Census 2021 Data**
2	Ethnicity – Black and Global Majority staff (Overall)	HR Dashboards	36.1%	45% ⬆
2	Ethnicity – Black and Global Majority staff (Top 5% - PO7+)	HR Dashboards	32%	45% ⬆
2	Gender – Female (Overall)	HR Dashboards	56%	51%
2	Gender – Female (Top 5% - PO7+)	HR Dashboards	61%	51%
2,6	Disability (Overall)	HR Dashboards	6%	15% ⬆
2,6	Disability (Chief Officers) – Currently only report Chief Officers	HR Dashboards	6%	15% ⬆
2	Age – Over 50 (Overall)	HR Dashboards	45%	26%
2	Age – Over 50 (Chief Officers) - Currently only report Chief Officers	HR Dashboards	65%	26%
2	Age – 16 to 39 (Overall)	HR Dashboards	34%	38% ⬆
2	Age – 16 to 39 (Chief Officers) - Currently only report Chief Officers	HR Dashboards	9%	-

Linked to Objective(s)	Outcomes	Source	Baseline (Oct 23-Apr 24)	Success Criteria
	Royal Borough of Greenwich Recruitment	**HR Dashboards**		**Census 2021 Data**
	Apply for roles:			
2	Ethnicity – Black and Global Majority Staff	HR Dashboards	70%	45%
2	Gender – Female	HR Dashboards	62%	51%
2,6	Disability	HR Dashboards	Not currently published	15%
2	Age – Over 50	HR Dashboards	Not currently published	26%
2	Age – 18 to 30	HR Dashboards	Not currently published	38%

Linked to Objective(s)	Outcomes	Source	Baseline (Oct 23-Apr 24)	Success Criteria
	Royal Borough of Greenwich Recruitment	**HR Dashboards**		**Census 2021 Data**
	Interview:			
2	Ethnicity – Black and Global Majority Staff	HR Dashboards	55%	45%
2	Gender – Female	HR Dashboards	65%	51%
2,6	Disability	HR Dashboards	Not currently published	15%
2	Age – Over 50	HR Dashboards	Not currently published	26%
2	Age – 18 to 30	HR Dashboards	Not currently published	38%

Linked to Objective(s)	Outcomes	Source	Baseline (Oct 23-Apr 24)	Success Criteria
	Royal Borough of Greenwich Recruitment	**HR Dashboards**		**Census 2021 Data**
	Conditional Offers:			
2	Ethnicity – Black and Global Majority Staff	HR Dashboards	58%	45%
2	Gender – Female	HR Dashboards	65%	51%
2,6	Disability	HR Dashboards	Not currently published	15%
2	Age – Over 50	HR Dashboards	Not currently published	26%
2	Age – 18 to 30	HR Dashboards	Not currently published	38%

Equality and Equity Objectives 2024-28 outcomes

Linked to Objective(s)	Outcomes	Source	Baseline	Success Criteria
1, 7	% of senior management who have undertaken Equalities training	HR Workforce Development	Not currently published	↑
1, 7	% of middle management who have undertaken equalities training	HR Workforce Development	Not currently published	↑
2	There are opportunities for me to develop my career at the Council (agree, strongly agree) – demographic breakdown	Staff Survey	Not currently published	↑
3, 2	Overall, to what extent are you able to access the right training, information and support to get things done (all the time/sometimes) – demographic breakdown	Staff Survey	Not currently published	↑
3, 4	To what extent do you agree or disagree that you are kept informed about what is happening in the following…? (agree, strongly agree) – demographic breakdown	Staff Survey	Not currently published	↑
3, 4	Your Service	Staff Survey	Not currently published	↑
3, 4	Your Directorate	Staff Survey	Not currently published	↑
3, 4	The Council as a Whole	Staff Survey	Not currently published	↑
2, 3, 4	I feel a strong sense of belonging to the Council (Agree, Strongly Agree) – Demographic Breakdown	Staff Survey	Not currently published	↑
3, 7	The Council's Equality, Diversity and Inclusion (EDI) policies and procedures are applied in a consistent way across all teams and staff groups (Agree, Strongly Agree) – Demographic Breakdown	Staff Survey	Not currently published	↑
1, 3, 4	I think the Council respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.) (Agree, Strongly Agree) – Demographic Breakdown	Staff Survey	Not currently published	↑
1, 3, 4	I feel able to speak out about inappropriate behaviour in the workplace (Agree, Strongly Agree) – Demographic Breakdown	Staff Survey	Not currently published	↑
1, 2, 3, 4	I can be my authentic self at work (Agree, Strongly Agree) – Demographic Breakdown	Staff Survey	Not currently published	↑

Linked to Objective(s)	Outcomes	Source	Baseline	Success Criteria
4, 5, 7	To what extent do you think local residents can influence how council services are run? (A great deal/fair amount) - Demographic Breakdown	OG Resident poll	Not currently published	↑
3, 4, 5	How welcoming do you feel the borough is for people of different ethnic backgrounds and communities, genders and sexual orientations? (Very welcoming/fairly welcoming) – Demographic Breakdown	OG Resident poll	Not currently published	↑
4, 7	Overall, how well informed do you think the Royal Borough of Greenwich keeps residents about the services and benefits it provides? (Very well/Fairly well) – Demographic Breakdown	OG Resident poll	Not currently published	↑
5	To what extent do you think the Royal Borough of Greenwich acts on the concerns of local residents? (a great deal/fair amount) – Demographic Breakdown	OG Resident poll	Not currently published	↑

Linked to Objective(s)	Outcomes	Source	Baseline	Success Criteria
4, 7	Number of organisations who have signed up to the Equality and Equity Charter	Equality and Equity Charter	508 (August 2024)	↑
1, 5, 7	Number of EIA/EQIAs undertaken	Procurement/ Directorates	Not currently published	↑
3, 4	Number of EDI Champions	CBD Team	20 (Augst 2024)	↑
2, 3, 4	Number of Reciprocal Mentoring participants	HR Workforce Development	Will provide update in Action Plan	↑
3, 4, 6	Number of staff undertaking training on disability and neurodiversity	HR Workforce Development	Not currently published	↑
4, 5, 6, 7	Number of engagement sessions that are accessible to disabled and neurodiverse residents	Directorates	Not currently published	↑
4, 5, 6, 7	Number of pieces of information provided in easy read format	Print/Comms	Not currently published	↑
4, 5, 7	Number of staff and residents undertaking Make Every Opportunity Count training	Health and Adults	Not currently published	↑

Equality and Equity Objectives – next steps

What the next steps will be for the implementation of the Equality and Equity Objectives.

Equality and Equity Objectives 2024-2028 Action Plan

- Following the agreement of the Equality and Equity Objectives 2024-28, we will develop an action plan to show how they will be achieved over the four-year span.

- The actions will be developed in conjunction with our internal and external partners to ensure that they are achievable and address the issues being faced by staff and residents.

- There will a Task and Finish Group to support the development of the new Objectives and they will be reviewed by the EDI Steering group.

- The actions will link into the outcomes as well.

- We will be clear as to how these will be achieved and how we will monitor success through the outcomes.

Equality Objectives 2024-28 – Action Plan

Action Plan Development

What will the Action Plan look like?

- The Action Plan will provide a series of actions for each Objective that will support the progression of the Objective and be able to be measured through the agreed outcomes.

- The actions will be SMART – Specific, Measurable, Achievable, Relevant and Time-Constrained – and will be reviewed each year to ensure that they continue to support the progress towards achieving the Objectives. If they do not, then they will be reviewed and then amended or replaced as appropriate.

- The Action Plan will provide an overview of the process undertaken to develop the actions but will primarily focus the actions being suggested, with details on delivery and success criteria being included.
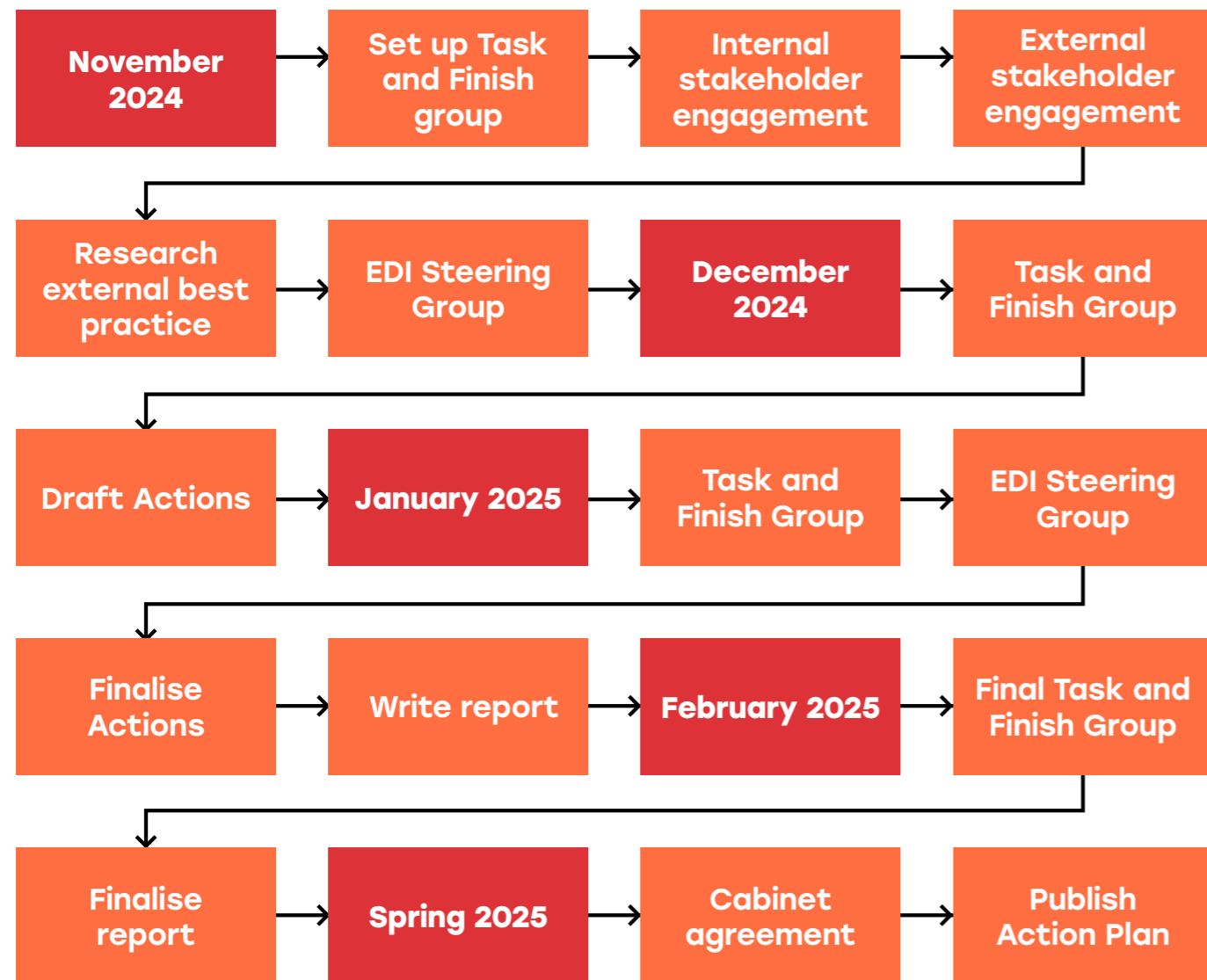
How will we develop the Action Plan?

- There will be meetings with key stakeholders, including those who will be involved in the delivery of the actions, to ensure that we develop a series of actions that are SMART. We want to ensure that we get the expertise in from across the Council and from our partner organisations, as they will know what actions are going to work best to achieve our aims.

- We would look to set up a Task and Finish Group for the development of the Action Plan to ensure that we have engagement throughout the process and can get feedback at every step from our stakeholders.

- We will also engage with staff and residents to ensure that our actions are suitable for them. This may be through different forums, potentially through existing spaces such as our Multi-Faith Forum, Staff Networks and other engagement activities that may be undertaken between November and February. We want to make this process efficient and not duplicate work that other teams may be undertaking.

- We will then develop the actions in conjunction with our partners, ensuring that the details are accurate to the work that can be undertaken and any deadline that are set are reasonable to deliver on these actions.

- Once we have a set of actions developed, a report will go to Cabinet in spring 2025, however, this will need to be confirmed closer to the time as it will be dependent on the agenda they will set. This will then be presented at Cabinet with the hope that it will be agreed and allow the delivery of the Objectives to begin in earnest.

- Monitoring of the Action Plan will go to Overview and Scrutiny in the autumn, ideally October, for the duration of these Objectives.

Equality and Equity Objectives 2024-2028 Action Plan Proposed Timeline

| November 2024 | → | Set up Task and Finish group | → | Internal stakeholder engagement | → | External stakeholder engagement |

| Research external best practice | → | EDI Steering Group | → | December 2024 | → | Task and Finish Group |

| Draft Actions | → | January 2025 | → | Task and Finish Group | → | EDI Steering Group |

| Finalise Actions | → | Write report | → | February 2025 | → | Final Task and Finish Group |

| Finalise report | → | Spring 2025 | → | Cabinet agreement | → | Publish Action Plan |

Appendices

Appendix A

Equality Objectives

What are our Equality Objectives for 2024-2028?

- Leadership, management and councillors will act as one in our strive to achieve equity in the borough

- As we recruit, develop and reorganise staff, we will support actions that ensure that the Council's workforce, including senior leadership, are representative of the wider borough's population.

- Review actions taken to implement equalities policies and procedures, so they reflect the needs and experiences of staff and residents and that they are applied consistently, fairly and sensitively across the Council.

- We will embed our Inclusive Language Guide throughout the organisation.

- To work better with our community forums, to more proactively engage with our communities on our policies and programmes.

- The Council will support disabled and neurodiverse staff and residents to thrive in the borough.

- The Council designs services around the needs of residents, ensuring that equality and equity are embedded at the earliest stage possible.

Appendix B

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

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

- 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.

- 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.

- 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.

- 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.

- 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.

Appendix C

LGA equality framework scorecard and self-assessment

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. 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.

Local Government Association Equality Framework

The Local Government Association Equality Framework provides a guide for local government as to how to achieve their Public Sector Equality Duty and a scorecard to measure against.

The scorecard is self-assessed and provides a way to show our progress against the suggested targets.

There are four modules measured:

- Understanding and working with your communities
- Leadership and organisational Commitment
- Responsive services and customer care
- Diverse and engaged workforce

There are three levels that each module's criteria is measured at:

- Developing - An organisation at the developing level has made an organisational commitment to improving equality and is working towards or achieving the statuary requirements.

- Achieving - An organisation at the achieving level 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 - An organisation at the excellent level has mainstreamed equality throughout the organisation and can demonstrate that it is delivering significant outcomes across its services that are making a difference in its communities. The organisation is exceeding the statutory requirements and can be seen as a best practice organisation.

More information on the LGA Framework can be found at their website:

https://www.local.gov.uk/our-support/equalities-hub/equality-framework-local-government

LGA equality framework scorecard and self-assessment

Understanding and Working with your Communities

Collecting and sharing information: Achieving

- We regularly collect information on our communities, either through service reviews, equality impact assessments and monitoring and various strategies, alongside national and regional data. We use consistent categories when disaggregating the data.
- Information is shared across the organisation and with partners and robust protocols for data protection are in effect.
- Public Health collect information about health and the social determinants of health including socio-economic deprivation and other inequalities.

Analysing and using data and information: Achieving

- Services collect information, with data disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities.
- From last year, we have updated our Equality Impact Assessment (EIA) guidance and have supported services completing EIAs. However, we still need to ensure that EIAs are being completed consistently and appropriately.

Effective community engagement: Excellent

- We have engagement mechanisms and structures in place to involve stakeholders, with people from protected groups encouraged and enabled to take part in policy and decision-making.
- All of the Staff Network chairs are members of the EDI Steering Group, and we are strengthening our work with community organisations focused on EDI.
- Community and partner engagement has improved through sharing our commitments of the Equality and Equity Charter. We have also worked with our partners to engage in constructive criticism where this has been required.

Fostering good community relations: Excellent

- We have taken a leading role in bringing communities together, through groups such as the Multifaith Forum.
- We connect equalities, diversity and community cohesion through the work sitting within the same team and the work consistently crossing over especially with the Equality and Equity Charter.

Participation in public life: Excellent ↑

- Our decision makers are from a wider range of backgrounds, especially our Councillors.
- We continue to have more people from under-represented groups engage in different activities.
- We continue to improve services with the input of residents.

Leadership and Organisational Commitment

Leadership: Excellent ↑

- Senior leaders act as ambassadors for equalities, including our Chief Executive and our directors.
- We support our stakeholders to collectively manage the conflicting needs of community through providing best practice and guidance through the Equality and Equity Charter.
- We reflect on the impact of our socio-economic duty when making decisions.
- There has been continued commitment to equalities despite economic difficulties, including funding the development of Anti-Racism Strategy and a post supporting the development for this over the next five years.

Priorities and partnership working: Achieving/Excellent

- There is a clear vision of our EDI commitments through our Equality and Equity Charter so our partners can demonstrate and improve outcomes for residents.
- The Equality and Equity Charter and Equality Objectives 2020-2024 have been integrated into our Corporate Report template, so that all decisions must consider our priorities in addition to the Equality Act and Equality Impact Assessments. We are updating our Objectives, which will be published in October 2024.

Assessing equality impact in policy and decision making: Achieving/Excellent

- The organisation is willing to take managed risks to pursue a progressive equality agenda.
- Impact assessments are embedded as an ongoing practice across the council.

Equality objectives and annual reporting: Achieving/Excellent

- Our Equality Objectives 2020-2024 have been integrated into organisational strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders.
- Some outcomes have changed as a result of internal steering group review

Performance monitoring and scrutiny: Excellent ↑

- The Corporate Finance and Performance Panel reviews work in this area annually and the internal EDI Steering Group reviews progress every two months.
- We have specific posts that support corporate EDI across the organisation.
- We have been approached to share best practice by other local organisations.

LGA equality framework scorecard and self-assessment

Responsive Services and Customer Care

Commissioning and procuring services: Achieving/Excellent ↑

- Contracts are measured using qualitative and quantitative measures and equalities are built into contracts.
- We have a Social Value Framework where equalities are included.
- Organisations are expected to sign up to and meet our Equality and Equity Charter if they want to do business with us.

Integration of equality objectives into service planning: Achieving

- Our Equality and Equity Objectives 2020-2024 have been integrated into service plans across the organisation. Progress is managed by key decision makers, such as the Chair of the EDI Steering Group, GMT and the Cabinet Member for Equality, Culture and Communities. This is going to be expanded in the new Equality and Equity Objectives 2024-28 that will be published October 2024.
- Our Equality and Equity Objectives have specific timescales and teams across the organisation are responsible for delivery.
- Our Equality Objectives cover a range of protected characteristics and focus in specifically on supporting underrepresented groups in our organisation, such as disabled staff.
- Our Corporate Report template includes a section on our Equality Objectives and Equality and Equity Charter, which requires services to demonstrate how these commitments have been integrated into their decisions.

Service delivery: Achieving ↑

- Services have systems in place to collect, analyse and measure how satisfied all sections of the community are with services.
- Senior leaders and decision makers demonstrate that they continuously review and evaluate access to services.
- Access to and appropriateness of services is monitored by decision makers through Scrutiny.

Diverse and Engaged Workforce

Workforce diversity: Excellent ↑

- We monitor and report our workforce profile annually. Additionally, we have launched EDI dashboards to understand our workforce by protected characteristic groups and directorates, helping us to inform our priorities and providing insight into areas for improvement
- Mandatory training for all panel training members introduced (refreshed every three years).
- Our Future of Work principles outline hybrid working arrangements addressing potential barriers for applicants.
- Through the EDI dashboards, evidence is provided that our workforce broadly matches the local population. However further analysis is being undertaken to understand the pockets of the organisation where it is not.

Inclusive strategies and policies: Excellent ↑

- Our equality objectives related to our workforce strategies are being implemented and monitored.
- Staff are involved in developing and monitoring workforce policies through EDI Steering Groups and Staff Networks in addition to surveys.
- We are communicating policy changes through our newsletters and within staff meetings across the organisation.
- Training and development strategies are proven to be making a significant difference to the wider equality agenda for employees and for workforce diversity.

Collecting, analysing and publishing workforce data: Excellent

- The launch of our EDI dashboards allows us to monitor and report a wide range of workforce data by protected characteristics. This information will be shared regularly with the EDI Steering Group and published on the HR intranet.
- Action is being taken as a result of monitoring.

Learning and development: Achieving

- Equality and diversity forms part of the training and development for key decision makers including Inclusive Language training delivered to all Councillors.
- We have developed Train the Trainer, EDI Champions and Reciprocal Mentoring schemes.
- Performance Development Conversations have specific equality objectives.

Health and wellbeing: Achieving ↑

- There is a Health and Wellbeing Strategy in development.
- Flexible and homeworking is the default with a variety of options for flexible working including flexitime and compressed hours.
- There has been engagement with staff in employment and service transformation, especially the Future of Work and the Medium-Term Financial Strategy.

Appendix D

Equality and Equity Objectives workshop questions

The Woolwich Centre and online questions

- What do you need to develop the skills you need for your role?
- What long-term equalities Objectives do you think the council should focus on?
- How can we support you in dealing with failure?
- How the Council better support you deal with discrimination?
- How can we empower people in the workplace?
- How do we develop good relations between different groups and teams?

Birchmere and Oxleas Questions

- What could be improved in your working environment?
- Do you have what you need to do your job? Training, tools etc.?
- Do you face any obstacles or difficulties when working with colleagues or teams?
- How do you feel if you make a mistake at work? Are you supported in fixing them?
- How could you be better supported by your manager(s)?
- Do you feel that you can report concerns of other staff's behaviour to your manager?
- How are policies communicated to you?
- What could be done to improve the way you are told about things in the workplace?
- What could be done to improve the way you give your views?
- What do you understand about equalities, and do you think it impacts your work?
- What would encourage diversity and inclusion in the workplace?
- What measures or adjustments would you recommend fostering diversity and inclusion in our workplace?
- What measures are available at your workplace for supporting staff's mental health?
- What support is provided to people with disability and carer responsibility?

Appendix E

EDI Leadership and Governance

Chair: Cllr Ann-Marie Cousins
Cabinet Member for Equalities, Culture and Communities

Supported by Mirsad Bakalovic, Director
Communities, Environment and Central

Equality and Action Plan 2021 – 2024 and beyond

RBG Corporate	External	Directorates
Lead: GMT member	Lead: Assistant Director, Corporate and Central Services	Lead: Directors/Lead Member
EDI Steering Group	**External EDI engagement and partnership working**	**Best practice evidence**
The Steering Group is Chaired by a member of GMT and includes representation from HR, Staff Network Chairs, Communications and all Directorates.	The Council works closely with our voluntary and community sector partners in fostering good community relations and promoting equality, diversity and inclusion. This includes grants awarded to different community groups to carry out activities, commissioning groups to provide EDI-related services for our residents.	Our approach has been informed by the Runnymede research and findings. Directorates should have consideration for this research and other EDI best practice for their service planning and development including with their partners.
The Steering Group is responsible for the organisation's internal equality, diversity and inclusion-related activities, including oversight, monitoring and delivery of the Equality and Equity Action Plan, embedding our plans into the organisation, our legal duties and developing our internal organisational approach to EDI.	Updates on progress and impact will be shared at the six-monthly meetings.	The Runnymede Race Equality Scorecard (2019) provides a baseline of research on the experiences of ethnic minority groups using indicators under the following themes: criminal justice, housing, education, health and community participation. The findings were shared across the Council and with partners, such as the Police and the NHS.
Updates on progress will be shared at the six-monthly meetings.		

*The scope of this is shown in the systems model on the next page

EQUALITY AND EQUITY OBJECTIVE REPORT   October 2024

Appendix F

EDI system model

Political

Overall political responsibility resides with the Cabinet Member for Equalities, Culture and Communities.

Overview and Scrutiny also review our progress against our legal duties, such as our Equality Objectives.
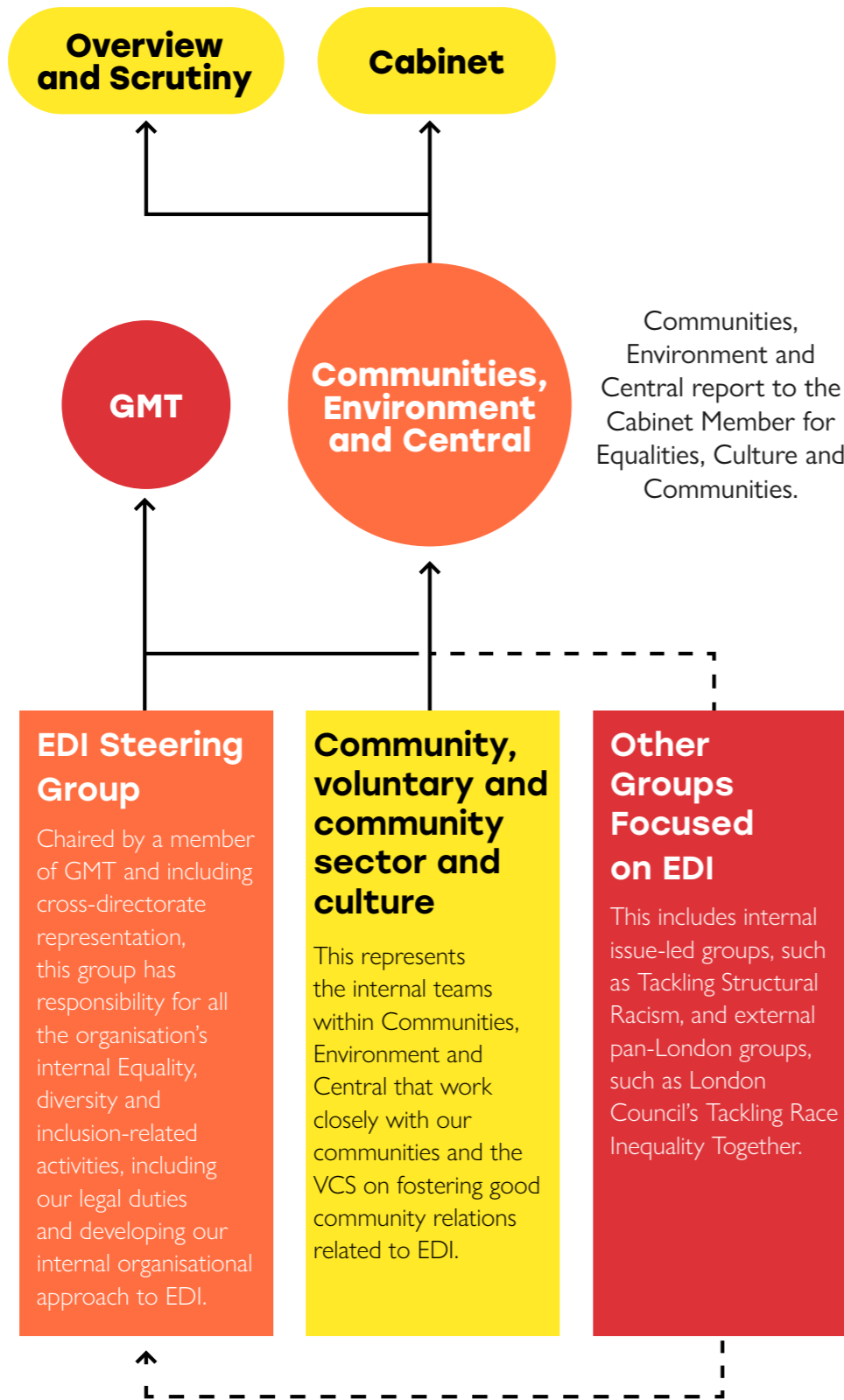
Strategic

Officer accountability for the equality, diversity and inclusion agenda resides with the Director of Communities, Environment and Central.

GMT provide collective corporate leadership and nominates a director that leads on the internal aspects of EDI work.

Operational

Overall operational responsibility for equality, diversity and inclusion resides with specific chairs and delivery leads of the four 'pillars' of EDI-related work.

Overview and Scrutiny

Cabinet

GMT

Communities, Environment and Central

Communities, Environment and Central report to the Cabinet Member for Equalities, Culture and Communities.

EDI Steering Group

Chaired by a member of GMT and including cross-directorate representation, this group has responsibility for all the organisation's internal Equality, diversity and inclusion-related activities, including our legal duties and developing our internal organisational approach to EDI.

Community, voluntary and community sector and culture

This represents the internal teams within Communities, Environment and Central that work closely with our communities and the VCS on fostering good community relations related to EDI.

Other Groups Focused on EDI

This includes internal issue-led groups, such as Tackling Structural Racism, and external pan-London groups, such as London Council's Tackling Race Inequality Together.

Appendix G

Equality Act 2010: Protected Characteristics

The following protected characteristics are recognised under the Equality Act 2010:

- **Age**
- **Disability**
- **Gender reassignment**
- **Marriage and civil partnership**
- **Race**
- **Religion or belief**
- **Sex**
- **Sexual orientation**

The Council also recognises care experience (such as being a care leaver) as a protected characteristic

ROYAL *borough of* GREENWICH

163760389S Nov 2024