

# MAINSTREAMING EQUALITY AND DIVERSITY

Executive Office and Human Resources Department

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## EXECUTIVE SUMMARY

- This report provides Cabinet with an update on the progress made on equality and diversity within the organisation during the past year. The paper also sets out the organisation's statutory duties in relation to equality and diversity and places them in the current context.
- Specifically, the paper looks at the progress achieved against the actions set out in the 2018/20 Equality and Diversity Action Plan which was endorsed by our Corporate Management Team (CMT) in July 2018.
- The report acknowledges that while progress has been made towards completing some of the actions in our Equality and Diversity Action Plan, further work is required to fully achieve the expressed outcomes.
- Our key achievements include:
  - A significant increase in the proportion of staff who have completed equality and diversity training
  - A refreshed equality and diversity policy
  - Set and published equality objectives for 2020 – 2024
  - Closer working relationship with some of our key community partners such as Plymouth Area Disability Action Network (PADAN).
  - A COVID-19 specific Equality Impact Assessment template, guidance and toolkit

Key areas for further work include:

- Building effective working relationships with a broader range of diverse communities
- Greater visibility of senior leaders (outside of a crisis)
- Equality and diversity training for leaders and managers
- More effective mainstreaming of equality and diversity across the organisation
- Better use of systems to support equality and diversity
- Ensure that equality and diversity is embedded into alternative service delivery vehicles (ASDVs)

## 1.0 INTRODUCTION

- 1.1 The aspiration to create a city where an outstanding quality of life is enjoyed by all our residents is central to the Council's vision. To achieve this, we need to ensure any decision we take does not adversely impact communities sharing protected characteristic under the Equality Act.
- 1.2 In July 2018 CMT endorsed the Equality and Diversity Action Plan. The action plan sought to 'mainstream' responsibility for equality and diversity across the organisation and to enable the organisation to be working at the 'achieving' level of the Equalities Framework for Local Government.
- 1.3 This report provides an update on the progress made towards delivering the 2018 Equality and Diversity Action Plan. It is clear that while some actions have progressed well, this has not been consistent across all areas and services.

## 2.0 BACKGROUND

- 2.1 The Equality Act 2010 harmonised and replaced pre-existing equality legislation and extended statutory protection across 9 'protected characteristics'. It recognised forms of discrimination that were previously beyond the scope of legislation and introduced the concept of the Public Sector Equality Duty (PSED).
- 2.2 The PSED consists of a general equality duty, supported by specific duties which are imposed by secondary legislation. In summary, those subject to the equality duty must, in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct.
  - Advance equality of opportunity between people who share a protected characteristic, and those who do not, and;
  - Promote good relations between people who share a protected characteristic and those who do not.
- 2.3 The Equality Framework for Local Government (EFLG) is an equality and diversity assessment tool for local government developed by the LGA. The EFLG is also a way for organisations to deliver against the PSED. It consists of four elements assessed against three levels of achievement; 'developing', 'achieving' and 'excellence'.
- 2.4 The elements assessed are:
- Leadership and organisational commitment
  - Understanding and working with communities
  - Diverse and engaged workforce
  - Responsive services and customer care
- 2.5 Our performance is assessed against this statutory framework and benchmarked against the Local Government Association's Equality Framework for Local Government (EFLG) and performance against our 2016-2020 Equality Objectives
- 2.6 Section one of the Equality Act 2010 includes a socio-economic duty which if enacted would require public bodies to adopt transparent and effective measures to address socio-economic inequalities. Currently, public sector organisations do not have to demonstrate due regard to the socio-economic duty however it is considered good practice.
- 2.7 Due to the economic impacts which are being felt by COVID-19 we have temporarily included socio-economic inequality as one of the factors which need to be given consideration as part of the EIA process. In a wider EIA review, we will consider if this is something we would like to include permanently within the EIA template.

## LEADERSHIP AND ORGANISATIONAL COMMITMENT

### 3.0 EQUALITY AND DIVERSITY POLICY

- 3.1 Our Equality policy reinforces and expands on the commitment in our Council constitution to equality and diversity which states:

"We the people of Plymouth, through our elected representatives to Plymouth City Council, ordain and establish this Constitution today 30 January 2012 in order that it will assist in the elimination of discrimination and inequality, promote social and economic well-being,

environmental sustainability and opportunity for all and establish good and open governance of our city and its inhabitants.”

- 3.2 We last refreshed our policy statement in 2011 to encompass the changes made in the Equality Act 2010. We have reviewed the policy as was required by the E&D action plan 2018/20 and an updated version is appended to this report.

#### **4.0 OUR EQUALITY OBJECTIVES**

- 4.1 To comply with our PSED and following initial consultation with over 50 organisations and individuals representing diverse communities we published updated Equality Objectives for 2020 – 2024 in April 2020.
- 4.2 We have set one overarching objective to celebrate diversity and ensure that Plymouth is a welcoming city.
- 4.3 We have set specific objectives to work towards:
- Pay equality for women, and staff with disabilities in our workforce.
  - Supporting our workforce through the implementation of Our People Strategy 2020 – 2024
  - Supporting victims of hate crime so they feel confident to report incidents, and working with, and through our partner organisations to achieve positive outcomes.
  - Ensuring Plymouth is a city where people from different backgrounds get along well.
- 4.4 We have made excellent progress in closing the Gender Pay Gap (GPG) which has been subject to statutory reporting since April 2017. The 2019 GPG is narrower for mean reporting at 2.24% in favour of men compared to 2.63% in favour of men in 2017 – a decrease of 0.39%.
- 4.5 We have increased hate crime (incident) reporting every year since we first adopted this as a corporate target in 2007. The only exception to this trend was in 2016 when we rationalised our data collection process leading to a drop in recorded incidents. In Plymouth in 2017/18, the total number of reported hate crimes rose by 10% from 369 to 406. Between 2017/18 and 2018/19 there has been an increase in recorded hate crime of 18% from 458 to 541.
- 4.6 Our community cohesion targets were set in relation to neighbourhoods with the lowest cohesion scores. In 2016 we selected our four least cohesive wards based on the results of our 2014 citywide health and wellbeing survey. We ensured that equality monitoring and cohesion questions were included in our major corporate citywide survey this year. Our latest City Survey results showed that across the city 77.83% of residents agree that their local area is a place where people from different backgrounds get on well together.
- 4.7 There is a strong correlation between areas with high levels of deprivation and low levels of community cohesion. We were successful in securing £505,000 funding from the Controlling Migration Fund for targeted cohesion interventions in our least cohesive wards. Given the constraints imposed by social distancing and COVID 19 we have agreed with our funders MHCLG that much of the work will now be delivered utilising digital platforms such as Our Plymouth. The programme is now scheduled for delivery by March 2021.

## **5.0 ALTERNATIVE SERVICE DELIVERY**

- 5.1 As a public sector organisation we have a responsibility to ensure that equality and diversity embedded in our supply chains. Under our PSED our suppliers must adhere to the Equality Act 2010.
- 5.2 In 2012 it became a legal requirement for public sector organisations to consider social value in procurement decisions. Our Social Value Policy was published in 2019 and includes specific references to community belonging and tackling discrimination.
- 5.3 In September 2018 Plymouth City Council unanimously agreed a Motion on Notice to tackle modern slavery through procurement and the provision of a Charter to embed this in local practices.
- 5.4 In March 2020 the UK government published a modern slavery statement setting out the action they are going to take to prevent modern slavery within their supply chains. We have published our statutory modern slavery statement. A separate paper entitled 'Modern Slavery Update' (2020) provides more information on this topic.
- 5.5 The proposed equality review will explore where it is appropriate to further embed equality and diversity into our procurement activities.

## **6.0 LEADERSHIP COMMITMENT**

- 6.1 Effective leadership is key for the delivery of positive equality and diversity outcomes. The Chief Executive, and the portfolio holder for equality and diversity, set out their commitment towards equality and diversity in our recently published 'Our Commitment to Equality and Diversity' document. The document, published annually, sets out the Council's current equality and diversity objectives, achievements and challenges.
- 6.2 Our pledges which are relevant to equality were published by our current administration in their manifesto to be achieved over a 4 year period. Our progress in delivering these pledges can be found in the appendices.
- 6.3 The Cabinet is well placed to ensure equality and diversity is embedded at the heart of our organisation, due to their seniority and influence. Cabinet members are also in a unique position to act as equality champions.
- 6.4 Further work is needed to improve the take-up of the specific equality and diversity training for managers which is essential to developing an appropriate organisational culture. We would like Cabinet members to act as role models by making a commitment to undertake the relevant equality and diversity training.
- 6.5 COVID-19 has reminded us of the importance of compassionate and visible leadership. We must ensure visible leadership continues beyond COVID-19 and that it is not only in times of crisis that we engage and communicate with our communities.
- 6.6 Whilst we are aware that senior management often do act as equality champions, for example, the Chief Executive's regional role lead role around asylum seekers and refugees, this is often not visible to communities.
- 6.7 One of the ways in which we can increase the visibility of our leaders is through our communications. Councillors are already quite visible within their communities. We want to harness this visibility to ensure that all of our communities feel listened to and heard. As part of

our review, we will look at how we can celebrate diversity within our city and the role our councillors can play in this.

## **7.0 EQUALITY ACTION PLAN**

- 7.1 Our action plan consists of activities which both demonstrate our commitment to our PSED duties and our ambition to exceed them.
- 7.2 The Equality Action Plan (Appendix A) has been updated to reflect the progress we have made since CMT endorsed it in July 2018. Whilst good progress has been made, particularly in completing corporate actions, we have not achieved all of the outcomes we set out in the plan.
- 7.3 We recommend an organisation-wide review of equality and diversity. This review would identify priority areas for improvement and develop a new plan setting out work we need to undertake between now and 2022 to be working at the 'excellence' level of the EFLG.

## **UNDERSTANDING AND WORKING WITH COMMUNITIES**

### **8.0 SUMMARY EQUALITY PROFILE**

- 8.1 Our [Summary Equality Profile](#), which is updated annually, provide officers with information on the different groups sharing protected characteristics. Pen profiles are included to help officers better understand diverse communities within the city when making decisions. The supporting data can be used as a reference point when completing the evidence section of the EIA template. However this doesn't remove the need for service level data especially from front line services.
- 8.2 The profiles contain a mix of data and narrative along with information about our workforce. Demographic data is sourced from the 2011 Census or the most recent mid-year population estimate. Other key data is sourced from the Office of National Statistics at local level, where this is available, or from relevant national data sources including those provided by charities and advocacy groups working with specific diverse communities.
- 8.3 Consultation data includes HR management data, information extracted from corporate systems, feedback from specific consultations and evidence drawn from our most recent citywide survey, the City Survey (2018). We will shortly be updating them to reflect the findings from our City Survey conducted in January 2019.
- 8.4 To support the completion of EIAs we published refreshed pen profiles in January. This helps to ensure we are compliant with our PSED duty to publish information about our communities and employees annually. We sent the profiles to relevant community groups and individuals for comment and incorporated their feedback where appropriate.

### **9.0 PLYMOUTH FAIRNESS COMMISSION**

- 9.1 Plymouth Fairness Commission made two particularly relevant recommendations. One was that public sector agencies should fully explore ways of working with communities of interest and identity. COVID-19 has forced us to re-evaluate how we engage with communities.
- 9.2 To ensure that all communities voices are heard in the decision making process we will review our current engagement practices. The Council is currently embarking on a corporate empowerment programme, a strand of the project that looks at community empowerment. It aims to improve the engagement practices across the organisation. As part of the review we will make recommendations to the corporate empowerment programme to ensure all community voices are heard. In our review we will pick up on the Black Lives Matter Movement.

- 9.3 The second recommendation was that ‘organisations from all sectors in the city generate leadership on tackling discrimination in all its forms against actions outlined in the report’. The Safer Plymouth Partnership continues to engage representatives of the voluntary and community sector; while One Plymouth champions leadership across the city.

## 10.0 CASE STUDIES

- 10.1 This next section includes some case study examples of where we have successfully engaged with communities.
- 10.2 Plymouth Area Disability Action Network (PADAN)

In response to the concerns raised by PADAN these are some of the more recent activities undertaken:

Before the COVID-19 pandemic PADAN were meeting regularly in the Council House and these meetings were regularly attended by council officers.

Following concerns raised by PADAN about poor accessibility issues in newly opened buildings we are exploring the potential for a disability access strategy to including appropriate guidance about engagement, and issues which arise in new developments with the aim of improving access to our estate.

We continue to build our relationship and engage with PADAN. For example, we recently consulted with PADAN about reopening the recycling facilities at Chelson Meadow.

- 10.3 Refugees and Asylum Seekers

Throughout our history Plymouth has been a welcoming city and we have recently committed to become a City of Sanctuary. We continue to provide shelter and support for those fleeing terror, conflict and famine. To date we have resettled 191 people through the Vulnerable Syrian and Vulnerable Children’s Resettlement Scheme. We were on track to meet our target of resettling 200 people prior to the COVID-19 pandemic.

During COVID-19 there have been weekly coordinated meetings between refugee and asylum seeker service providers. These meetings have encouraged a much greater degree of partnership working. For example, agencies referred vulnerable individuals/families to the British Red Cross who were able to assist with delivering food packages and in some cases financial support to ensure that no person suffered from food insecurity. On average between 60-80 food parcels were delivered each week.

We have committed to ongoing support for refugee families through resettlement under the newly announced UK Global Resettlement Scheme which was due to start on the 1st April 2020. The Home Office have temporarily put the scheme on hold but we will start resettling people when it resumes.

- 10.4 Thrive Plymouth

The essence of ill health prevention is supporting people to make healthy choices. In developing Thrive Plymouth, we recognise that lifestyle choices are usually made under the combined influence of ‘agency’ and ‘structure’. Thrive Plymouth was adopted by Plymouth City Council on 11 November 2014. It strongly reflects the Council’s endorsement of the Marmot

policy objective of strengthening the role and impact of ill health prevention. It provides a mechanism for achieving the NHS Forward View aspiration of a radical upgrade in prevention and public health. Finally, it is a key delivery mechanism for the city's integrated health and wellbeing system as well as its aspirations for health and wellbeing set out in the Plymouth Plan.

### 10.5 Out Youth

OUT Youth provides a safe, friendly and welcoming environment for lesbian, gay, bi-sexual, trans, queer and questioning young people in Plymouth and the surrounding area. Out Youth organised an LGBTQ+ group prom to support young people who faced discrimination at school. They also attended City College fresher's fairs and Respect festival to promote LGBTQ+ awareness to students and staff. Throughout 2019 and to date, they continue to offer 'Third Party Reporting' to victims of hate crimes.

### 10.6 Trauma- Informed City

Trauma-informed practice is a strengths-based approach, which seeks to understand and respond to the impact of trauma on people's lives. As a Trauma-Informed City, Plymouth City Council is committed to promoting trauma-informed approaches. This case study from a NSPCC employee working in the city highlights how trauma-informed practice can deliver positive outcomes.

"A young person I worked with was placed on child protection. There were concerns he had been sexually abused, though there was no clear disclosure of abuse. However, there were concerns raised during his assessment that he was displaying signs of trauma. A subsequent trauma assessment and the accompanying medical evidence confirmed that the young person was displaying trauma. The child was placed on child protection and safeguarded via a multi-agency child protection plan.

I feel this is a pivotal piece of work, as historically this child would not generally have moved to a child protection plan without a disclosure of harm. The presentation of trauma has been at the forefront of concerns for the child and has shaped how we manage the plan and support the child. I think that due to the team's knowledge and understanding of trauma, this young person is being supported in a different way now."

## DIVERSE AND ENGAGED WORKFORCE

### 11.0 OUR PEOPLE STRATEGY

- 11.1 We have recently published our new People Strategy. This strategy is the blueprint to take the Council forward through the next five years successfully, both with those who currently work for us and our future colleagues and partner organisations.
- 11.2 The vision is that our people feel welcome, aspire to be the best, we will attract and keep the right people, and we will be well-led. The web-based strategy outlines how we will develop our workforce over the next five years, improve the services delivered and strengthen relationships with key partners.
- 11.3 The People strategy has been split into four key themes:
- Inclusivity and diversity - Everyone feels welcome.

- Talent and development - Aspire to be the best.
  - Employer of choice - Attract and keep the right people.
  - Our leadership - Be well led.
- 11.3 There is a strong focus on equality and diversity throughout the People Strategy especially within the inclusivity and diversity theme which aims to embed equality and diversity across the organisation. In the new Leadership behavioural framework equalities and diversity is embedded and clear descriptors of the behaviours expected outlined. Employee behaviours will follow a similar framework. More information on the People Strategy can be found in appendix E.
- 11.4 There is progress being made on a number of work strands. In 2019, we gained recognition as a Disability Confident Employer, which built on our status as a Disability Confident Committed employer. We will continue to build on this achievement and encourage members of staff to self-declare disabilities. We now aspire to become a Disability Confident Leader.
- 11.5 We have introduced Wellbeing Champions across the organisation to help 'break the silence' on mental health. The Wellbeing Champions provide support, guidance and signposting and aim to tackle the perceived stigma around mental health issues. We have increased the number of wellbeing champions by 50% between 2019- 2020. The Council have recently received the Bronze Wellbeing at Work Award and are committed as an Employer to ensuring that the wellbeing of our employees is a priority and this journey will continue.
- 11.6 We launched the Council's Work Experience 2020 scheme which was opened to our young residents. The two week placement was available to young people in years 10-12 to ensure that they had access to worthwhile work experience. This was postponed due to the pandemic and we will seek to restore this later in the year or early next year.
- 11.7 We are committed to providing high quality apprenticeships across the organisation. We aim to exceed the national target of 2.3 per cent of our workforce being apprentices. We recognise that the socioeconomic impacts Of COVID-19 mean that providing opportunities such as apprenticeships are key.
- 11.8 The People Strategy is committed to ensuring that the organisation is a welcoming environment for all of our employers and service users which is why will be progressing a number of work streams related to equality and diversity. We will be making a submission to Stonewall's Equality Index and aim to improve on our index rate each year. We also aim to achieve the standards required to sign the Race at Work charter and will be creating a vibrant employee equality, diversity and inclusivity group with regular seminars.
- 11.9 There will be a review of Equalities and Diversity training and specific development commissioned for each tier in the organisation including elected members. There will be a rich offer made available to ensure that employees have an awareness and understanding of the diverse community it serves. The offer will not be e-learning, recognising that engagement, challenge and hearing other perspectives is a way to learn, grow and develop.

## **12.0 EQUALITY AND DIVERSITY MONITORING AND TRAINING**

- 12.1 Equality monitoring data covering the demographic breakdown of our workforce is included in our 2020 [Summary Equality Profile](#).
- 12.2 Our online equality training package went live in 2016. This is currently, mandatory for all new starters. Overall 91% of staff have completed the online equality and diversity training. Current completion rates by directorate are indicated in the table below.



Directorate	Managers	% Completed	Staff	% Completed
Children's Services	102	95%	765	87%
Executive Office	22	81%	82	93%
Office Of The Director Of Public Health	19	95%	83	97%
People	47	98%	327	93%
Place	133	93%	771	92%
Customer and Corporate Services	50	94%	358	97%
Finance	44	98%	190	80%

## RESPONSIVE SERVICES AND CUSTOMER CARE

### 13.0 CUSTOMER SERVICE

- 13.1 Plymouth City Council is committed to the highest standards of customer service. Our commitments are set out in our Customer Service Standards, which are monitored against our performance framework. We are committed to treating all of our customers with fairness and respect and encourage feedback about our services.
- 13.2 Our primary mechanism for collecting customer feedback is through our online system Firmstep. It is not currently possible to breakdown our customer experience data by demographic group.

### 14.0 RESPONSIVE SERVICES

- 14.1 We currently monitor hate crime data across the city through our positive working relations with the police and the Safer Plymouth Partnership.
- 14.2 Our City Survey collects information about our resident's experiences living in the city and the results of our 2019 City Survey will be published shortly.
- 14.3 We work hard to ensure that all our residents have the opportunity to participate in public life through the election process by ensuring that they are accessible. During canvass, election registration and polling we always follow the ethos of the "Electoral registration for all residents" and "Elections for everyone".
- 14.4 In the past we have engaged with specific communities to encourage them to participate in the democratic process. We will do this again.
- 14.5 We worked with our partners to make cycling accessible for people with disabilities through an adaptive cycling programme. We attended a number of outreach events across the city to help promote the scheme to encourage sustainable and accessible transport.
- 14.7 The City Change Fund is about supporting local projects for local people. It's a pioneering project in which the Council has chosen to distribute some of the city's Community Infrastructure Levy money to support local projects through a partnership with Crowdfunder. The projects which have been funded have a strong focus on equality and diversity. Examples of projects which have received funding include You Are More Than Welcome - A Big Meal

Together; a community dinner to foster community cohesion, Blurt; a nationwide platform supporting mental health services, and Plymouth Pride; a day to celebrate and represent the LGBT+ communities of Plymouth.

## **15.0 CONCLUSION**

- 15.1 The COVID-19 pandemic and the subsequent disproportionate direct and indirect impacts being felt by certain communities, coupled with the recent Black Lives Matter movement and the wider economic challenges being felt by society has reinforced the need for a focused approach to equalities across the organisation.
- 15.2 It is clear that progress has been made to mainstream equalities across the organisation, further work is needed, especially given the current context in which we are living in.
- 15.3 Progress has been made in completing some of the actions within the plan, and further work is required within the following areas:
- Ensure that all community voices are heard within the decision making process and that our services are responsive to community needs
  - Consider the role of senior managers in the engagement process and ensure visible leadership
  - Continue to mainstream equalities across the organisation
- 15.4 Ensuring we continue to make progress, not only in making sure that equality is a routine consideration for everyone in our organisation, but also in delivering tangible improvements for our diverse communities is a continuing challenge.
- 15.5 Thus we propose an in-depth review into equalities within the organisation. The findings will help to ensure that as an organisation we understand what we need to do to fulfil our equality and diversity ambitions.

**APPENDIX A: EQUALITY AND DIVERSITY ACTION PLAN (2018)**

<b>Issue to address</b>	<b>Driver</b>	<b>Corporate Action</b>	<b>Who/ When</b>	<b>Departmental/Service Action</b>	<b>Who/ When</b>	<b>Outcome</b>
Refresh our Corporate Equality Policy	General Equality Duty	<p>Review our corporate equality Policy and develop and implement performance measures to ensure the policy is followed and outcomes are identified.</p> <p><b>Update:</b> We have refreshed the equality and diversity policy. Good practice case studies highlighting the organisational commitment to equality and diversity have been included in the 'Our commitment to equality and diversity' document.</p>	CEX	<p>Report as required against performance measures. Supply brief annual narrative explaining service approach to equalities and outcomes achieved.</p> <p><b>Update:</b> Case studies from services have been included in the recently refreshed 'Our commitment to equality and diversity' document.</p>	SLT	<p>Senior officers and politicians own and are able to articulate a clear local narrative about local equality priorities and how and why they are being addressed.</p> <p><b>Update:</b> Given support from officers senior officers and politicians are able to articulate a narrative about local equality diversity priorities and challenges.</p>
Promote equality through our communications.	Public Sector Equality Duty (PSED)	<p>Ensure we make a highly visible leadership commitment to developing a culture which promotes equality and tackling prejudice in our workplaces and communities.</p> <p><b>Update:</b> The Chief Executive and the portfolio</p>	CEX/HR	<p>Promote a culture of equality in own service areas and ensure corporate communications are advised of service outcomes that provide evidence of our commitment.</p> <p><b>Update:</b> Corporate communications have share</p>	SLT	<p>We are using our communications to deliver our equality priorities, respond to the needs of its communities and foster good relations.</p> <p><b>Update:</b> We have delivered against four of our pledges which have a focus on equalities.</p>

		holder for equality and diversity set out their commitment to equality and diversity in our recently update 'Our commitment to equality and diversity' document. Our recently published People Strategy has embedded the principles of equality and diversity throughout.		communication materials on equality and diversity topics such as HMD, <a href="#">Pride</a> , <a href="#">Refugee week</a> . the organisation's <a href="#">Black Lives Matter statement</a>		Because of COVID-19 we have had to revise our delivery plans for our Plymouth Integrate II programme. We now aim to deliver this by 31 March 2021. We will use to inform our community empowerment and welcoming city strategic agendas.
Ensure our services advance equality of opportunity and foster good relations	PSED	Ensure that equality monitoring and cohesion questions are included in corporate surveys, analyse the results and identify areas of concern.  <b>Update:</b> We have included data on our communities in our recently published pen profiles. Equality questions have been included in our recent city wide survey.	CEX	Address areas of concern identified through corporate analysis and monitor to ensure action taken is effective.  <b>Update:</b> Historically we have not had a method of tracking the actions required from EIAs. We are currently developing a system of tracking EIAs corporately.	SLT	Access to and appropriateness of services is monitored regularly by senior leaders and decision makers. Relevant and appropriate information and data is mapped, disaggregated and used with partners, to assess needs and priorities and set equality objectives.  <b>Update:</b> We published updated our pen profiles this year which contain key demographic information about our communities. We have also created COVID-19 specific pen profiles. Both aim to help officers understand the impact their decisions may have on our communities.
Ensure statutory services delivered through ASDV	PSED	Review our established mechanisms against statutory requirement	CEX	Ensure that service specifications take account of the different needs of users,	SLT	Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle.

deliver against our PSED.				for example through equality analysis/ impact assessments.		<p><b>Update:</b> Our Social Value policy makes specific reference to community cohesion and discrimination. Ongoing work will explore how equality and diversity can be further embedded into the procurement process. Whilst we may be close to achieving the required outcome we still have some concerns about the extent to which PSED is embedded in all our ASDV models.</p>
Encourage participation in public life	PSED	Develop methodologies that ensure people from vulnerable and marginalised groups are encouraged to participate	CEX	Ensure that service priorities are informed by feedback from vulnerable and marginalised groups.	SLT	<p>The organisation engages with all its communities when making decisions, including those with protected characteristics.</p> <p><b>Update:</b> We have continued to maintain relationships with key stakeholders however we don't currently have an established mechanism that consistently works.</p> <p>To ensure that all communities voices are heard in the decision making process we will review our current practice. We will make recommendations to be considered as part of the corporate empowerment programme. In our review we will pick up on the Black Lives Matter Movement.</p>

<p>Ensure we give 'due regard' to Equality.</p>	<p>PSED</p>	<p>Review and maintain our EIA policy and toolkit including annual update to our Summary Equality Profile.</p> <p><b>Update:</b> We have recently updated our EIA process, template, guidance and toolkit.</p>	<p>CEX</p>	<p>Ensure EIAs are carried out early based on robust evidence and that actions we propose to mitigate adverse impacts that are delivered.</p> <p><b>Update:</b> EIAs are now regularly considered, however we have no mechanism of tracking that appropriate mitigations, where identified, have been implemented.</p>	<p>SLT</p>	<p>We should be able to evidence how or where equality analysis has informed decision-making and improved outcomes.</p> <p><b>Update:</b> EIAs are now being widely completed, however they are not being completed early enough in the decision making process. Our equalities review will consider how to encourage early completion of EIAs and propose a mechanism to track the delivery of actions to mitigate adverse impacts.</p>
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## **APPENDIX B: DRAFT TERMS OF REFERENCE FOR THE EQUALITY AND DIVERSITY REVIEW**

### **1. Objectives:**

- This review aims to successfully mainstream equality and diversity within Plymouth City Council. The review will look at equality, diversity and inclusion across the organisation.
- The review will be completed and a refreshed action plan will be presented to Cabinet by autumn 2020.
- The review will draw on a range of tools including appreciative inquiry and action based learning methodologies.

### **2. Areas of exploration:**

This equality and diversity review will aim to answer the following questions:

- Where are examples of good practice equality and diversity work across the organisation?
- What is preventing the organisation from meeting its equality and diversity ambitions?
- What data is held across the organisation which can help to inform our equality and diversity work?
- How can we work with members to enable them to articulate our equality and diversity ambitions?
- How can we demonstrate effective equality and diversity leadership internally and externally?
- How can we continue to improve our equality impact assessment process?
- How can we respond meaningfully as an organisation to the Black Lives Matter movement?
- How can we further continue to embed equality and diversity into our procurement processes?
- How will we meaningfully engage within communities in relation to equality and diversity?
- How can we celebrate and showcase diversity across the city?
- How can we work with our partners to advance and promote equality and diversity within the city?
- How can we use a trauma-informed approach to help shape our equality and diversity work?
- How can we ensure that the language that we use is inclusive and consistent with our statutory duties?

### **3. Membership of meetings:**

- Meetings are chaired by the Service Director of Human Resources and Organisational Development
- Membership comprises senior and influential officers. (Max 12 people; one for every SLT)
- Where appropriate subject matter experts will be invited to meetings.
- Additional meetings comprising members of the community may be organised where required.

### **4. Partnership working:**

- Although the review is council led we recognise the value which our partners bring to discussions on equality and diversity and will engage and consult with them where appropriate.

### **5. Frequency:**

- Meetings will be held when required to progress the equalities review.
- Where appropriate additional task and finish groups may be convened to progress specific actions.

## 6. Governance:

- Regular updates on the progress of the review will be provided to the portfolio holder.

## APPENDIX C: UPDATED EQUALITY AND DIVERSITY POLICY

### Introduction and Vision

We recognise that the diversity of our city is one of its greatest strengths and assets. We put equality and diversity at the centre of all our work as this is integral to our commitment to making Plymouth a fairer city, where everyone does their bit. In the spirit of that commitment, we will keep working to ensure we deliver services to all our diverse communities in a way that eliminates discrimination, advances equality of opportunity, and fosters good relations.

Plymouth City Council and its partners are committed to the shared vision in the [Plymouth Plan](#) to become 'one of Europe's most vibrant waterfront cities where an outstanding quality of life is enjoyed by everyone'. Plymouth's award winning Plymouth Plan is a ground-breaking strategic plan which looks ahead to 2034. It's a shared direction of travel for the long term future of the city bringing together a number of strategic planning processes into one place, including the [Plymouth and South West Devon Joint Local Plan](#) to ensure complete synergy between 'people' and 'place'. Each policy set out in the plan is guided by one of more complementary principles. These principles anchor the plan and put people at the heart of it.

There are five specific 'measures of success' which the plan sets out that will help to deliver the city wide vision to all our residents:

- Plymouth has a reputation as a welcoming and multicultural city with diverse communities
- Plymouth offers a diverse cultural experience with a major events programme
- People get the best start to life, enjoy a better quality of life and increased life expectancy
- More residents are contributing to and involved in their community
- Plymouth has good quality neighbourhoods where people feel safe and happy

Our policy sets out not only our organisational vision for promoting equality and celebrating diversity, but also locates it within the wider city vision. We know that only by working very closely with partners in the city will we truly be able to make progress and achieve the objectives we have set ourselves. As part of our efforts to achieve this vision, we have adopted a set of values that underpin our commitment to equality and diversity in the Council's [Corporate Plan](#).

We aim to be:-

- Democratic
- Responsible
- Fair
- Co-operative

Our priorities are centred around ensuring that Plymouth is a growing city with a vibrant cultural offer and a welcoming city with a caring council.



The diverse communities in our multi-cultural city have the right to equal access to high quality services. This creates an environment which allows people to flourish by having the right to live, learn and work, free from discrimination, harassment and bullying. We want to ensure that nobody living, working or visiting Plymouth is directly or indirectly unfairly discriminated against through our policies, services, employment, and commissioning.

Our Equality and Diversity policy is embedded throughout our other strategies, plans and policies which are available on our website. One of these is our new [People Strategy](#) which is the blueprint to take the Council forward through the next five years successfully, both with those who currently work for us and for our future colleagues and partner organisations. The vision is that our people feel welcome, aspire to be the best, that we will attract and keep the right people, and we will be well led, so the web-based strategy outlines how we will develop our workforce over the next five years, improve the services delivered and strengthen relationships with key partners.

One of the four key themes of the People Strategy is Inclusivity and Diversity. We want to be a diverse workforce which is strong, better performing and represents the community and citizens it serves. An inclusive workplace will make people feel comfortable to be themselves and they will thrive to be their best.

## **Our Equality Objectives**

As part of the Public Sector Equality Duty, we are required to set equality objectives every four years.

Our current objectives for 2020 – 2024 are:

- One overarching objective to celebrate diversity and ensure that Plymouth is a welcoming city.
- Pay equality for women, and staff with disabilities in our workforce.
- Supporting our workforce through the implementation of Our People Strategy 2020 – 2024
- Supporting victims of hate crime so they feel confident to report incidents, and working with, and through our partner organisations to achieve positive outcomes.
- Plymouth is a city where people from different backgrounds get along well.

More information on our equality objectives and progress towards achieving them can be found in our [Commitment to Equality and Diversity](#).

## **Our Pledge**

As a Council, we are committed to treating everyone with respect and dignity, and working towards creating a fairer city. As part of this, we are committed to:

- Eliminate discrimination and tackle prejudice
- Advance equality of opportunity
- Foster good relations and promote understanding
- Meet the needs of people within the protected characteristics
- Encourage participation in public life/activities

The general equality duty is supported by specific duties which require us to publish data which is reviewed annually. We pledge to meet both our specific and general duties in this Act.

We will support our Members, managers and staff so they are clear about their roles and responsibilities under equality legislation and council policy. We are committed to tackling unfair discrimination on the grounds of the nine protected characteristics which are:

- Age
- Faith, religion and belief
- Disability
- Gender
- Gender reassignment
- Pregnancy and maternity
- Marriage and civil partnership
- Race
- Sexual orientation

This Equality and Diversity Policy is our formal commitment to fairness and reducing inequalities. We will work hard to keep this promise even when we face challenges. If we do not do this, we will respond to concerns or complaints, and do our best to put things right and learn from this.

## **APPENDIX D: EQUALITY ACT BACKGROUND INFORMATION**

### **1. CONTEXT**

- The Equality Act 2010 harmonised and replaced pre-existing equality legislation and extended statutory protection across 9 'protected characteristics'. It recognised forms of discrimination that were previously beyond the scope of legislation and introduced the concept of the Public Sector Equality Duty (PSED).
- The equality duty covers the nine protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Public authorities also need to have due regard to the need to eliminate unlawful discrimination against someone because of their marriage or civil partnership status. This means that the first aim of the duty applies to this characteristic but that the other aims (advancing equality and fostering good relations) do not apply.

### **2. SPECIFIC DUTIES**

- The aims of the PSED are supported by specific duties intended to improve performance on the general duty. These are set out in separate regulations made by the Secretary of State, they were most recently set out in the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. Listed authorities in England are required to:
  - at least annually from 31st March 2018, publish information about its employees and other persons affected by its policies and practices to demonstrate compliance with the general duty;
  - at least every four years, prepare and publish one or more objectives that it thinks it needs to achieve to further any of the aims of the General Equality Duty; and
  - publish gender pay gap information relating to employees, the form and content of this publication is set out in a schedule to the regulations.

### **3. GIVING DUE REGARD**

- These are three aims of the General Equality Duty. The Act explains that having due regard for advancing equality involves:
  - Removing or minimising disadvantages suffered by people due to their protected characteristics.
  - Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
  - Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
- The Act states that meeting different needs involves taking steps to take account of disabled people's disabilities. It describes fostering good relations as tackling prejudice and promoting understanding between people from different groups. It states that compliance with the duty may involve treating some people more favourably than others.

## **APPENDIX E: OUR PEOPLE STRATEGY**

1. This appendix highlights some of the planned activities which have a focus on equality and diversity within the People Strategy. The information has been taken from the online People Strategy.
2. Our People Strategy which will help us become a workforce that is adaptable to the challenges local authorities will face over the next five years. Equality and diversity runs throughout the People Strategy which states "...We want to be a diverse workforce which is strong, better performing and represents the community and citizens it serves. An inclusive workplace will make people feel comfortable to be themselves and they will thrive to be their best." The People Strategy has been split into four key themes which are explored below.

### **3. Inclusivity and diversity - Everyone feels welcome**

- We want to be a diverse workforce which is strong, better performing and represents the community and citizens it serves. An inclusive workplace will make people feel comfortable to be themselves and they will thrive to be their best.
- The planned activities to help us achieve this theme are:
  - Become a Disability Confident Leader
  - Publish our Wellbeing plans
  - Making a submission to Stonewall's Equality Index and improve on our index rate each year
  - Departmental specific inductions
  - Create a vibrant employee equality, diversity and inclusivity group with regular seminars
  - Achieve the standards and sign the Race at Work charter
  - Ensure all teams have a Wellbeing Charter
  - Reviewing our poverty index
  - Investors In People Gold award standards.

### **4. Talent and development - Aspire to be the best**

Our workforce is our biggest asset and we must have the right people in the right roles, retain them and grow them. We want our employees to know we value their talents and will help them develop.

- The planned activities to help us achieve this theme are:
  - Implement and deliver our apprenticeship strategy
  - Implement a volunteering policy
  - Create and implement the Employee Deal
  - Develop a coaching approach across the organisation
  - Centralise APRs and plan them around needs
  - Service Directors creating five year plans for managers
  - Workforce development plan for individuals and teams
  - Exceed national target of 2.3 per cent of workforce being apprentices
  - Development framework for employee skills

### **5. Employer of choice - Attract and keep the right people**

- People should consider working for the council to be a rewarding, exciting, fulfilling and valuable opportunity. This means we will attract the best talent and keep the best people.
- The planned activities to help us achieve this theme are:
  - become a Fostering Friendly employer - achieved in January 2020, staff can read more about this here
  - gain the customer service accreditation mark
  - create our suite of family friendly policies

- develop our access programme, including work experience, paid internships and graduate programme
- design a fair, transparent and equitable pay and reward package
- employee recognition programme is in place
- develop our employer branding
- promote the employee deal
- achieve Gold in the Veterans' charter
- create a strong, flexible workforce with a core and peripheral (agency, contract, interims)
- maintain positive working relationships with our recognised trade unions.

## **6. Our leadership - Be well led**

- Our leaders from all levels of the organisation should be highly skilled and reflect our values. They lead by example, exhibiting the behaviours we wish to see from all of our people. We need leaders for different purposes and we need to prepare leaders for the future.
- The planned activities to help us achieve this theme are:
  - Develop a peer-support network of leaders
  - Ensure all managers understand the corporate carbon reduction plan
  - Explore available programmes and academies
  - Implement mentoring scheme for first-line managers
  - Review Management Fundamentals
  - Review the Managers' Driving License
  - Deliver an employee behaviour framework
  - Deliver Our Leaders programme.

**APPENDIX F: PLEDGES**

- The organisation has committed to working towards several pledges which are relevant to equality and diversity. A progress update for each of the pledges can be found in the table below.

<b>Pledge</b>	<b>Commitment made</b>	<b>Update</b>
<a href="#">Pledge 57</a>	We will adopt the 'safer places scheme' that provides people with learning disabilities with a safe place to go if they feel anxious, or face verbal abuse, harassment or bullying.	We have adopted the 'safer places scheme' that provides people with learning disabilities with a safe place to go if they feel anxious, or face verbal abuse, harassment or bullying. There are now 195 'Safe places' across Plymouth including all Council buildings where this is possible. Over the next year, we will work towards increasing the number of 'Safe Places'.
<a href="#">Pledge 64</a>	We will support Women Against State Pension Inequality (WASPI) women (women born in the 1950s) in their fight for pension justice.	In October 2019, the Cabinet member for Housing and Co-operative Development publically wrote to both the Secretary of State for Work and Pensions and the Secretary of State for International Trade, and the Minister for Women and Equalities, following the recent ruling against the WASPI Women by the Royal Courts of Justice. This was shared on social media and received much positive support.
<a href="#">Pledge 71</a>	We will continue to celebrate the 100th anniversary of some women being given the right to vote and the important part Plymouth played both in 1918 and in 1919, with the first woman to take her seat in the House of Commons, representing Plymouth Sutton.	We will continue to celebrate the 100th anniversary of some women being given the right to vote and the important part Plymouth played both in 1918 and in 1919, with the first woman to take her seat in the House of Commons, representing Plymouth Sutton. A plaque to commemorate the life of Nancy Astor was unveiled at her former home on the Hoe in August 2018 which was supported by Plymouth City Council.
<a href="#">Pledge 72</a>	Make Holocaust Memorial Day (HMD) a major Civic Event	There was a civic commemoration and special public ceremony at the Peace Garden on Plymouth Hoe on 27 January 2020, the date of HMD, to remember all those who have died in the Holocaust and subsequent genocides. HMD has been added to the civic calendar of events.
<a href="#">Pledge 76</a>	We will continue to support the organisers and we will arrange to have Pride flags flown from	In 2018, a range of activities took place across the city starting with a parade from

	the Hoe flagstaffs and illuminate Smeaton's Tower with the rainbow.	North Cross through the city centre and ending at the Hoe, where the festival began at 1pm. Unfortunately, our celebrations were cancelled in 2019 due to poor weather and will be cancelled this year due to COVID-19. We will continue to support the organisers and we will arrange to have Pride flags flown from the Hoe flagstaffs and illuminate Smeaton's Tower with the rainbow.
<a href="#">Pledge 65</a>	We will review the progress made in implementing the recommendations of the Plymouth Fairness Commission.	We have reviewed the progress made in implementing the recommendations of the Plymouth Fairness Commission. Although there have been key developments in the progress of many recommendations, more can be done to make Plymouth a fairer city. We have identified and will focus on some of the key themes from the report that we feel would make Plymouth even fairer.
<a href="#">Pledge 78</a>	Plymouth has been a welcoming city throughout our history. Our city will continue to provide shelter and support for those fleeing terror, conflict and famine.	<p>Plymouth has been a welcoming city throughout our history. Our city will continue to provide shelter and support for those fleeing terror, conflict and famine as we have done previously.</p> <p>Partners in Plymouth came together in June 2019 to mark the national Refugee Week as the city prepared to launch a pledge to be a 'City of Sanctuary', and to celebrate the contribution of displaced people to British society.</p>

## **APPENDIX G: HORIZON SCANNING**

- This section of the report considers equality issues which have received recent national attention and, where data is readily available, sets these in the local context.

### **1. PAY GAPS**

- As well as the pay gap between men and women, similar gaps are observed between disabled people and ethnic minorities. Across Great Britain, in 2018 the gender pay gap stood at 8.9% (ONS, 2019). In 2018 the median pay was consistently higher for non-disabled employees resulting in a disability pay gap of 12.2%.
- Nationally, employees in the Black African, Caribbean or Black British, Other and White Other ethnic groups on average earned 5% to 10% less than their White British counterparts between 2012 and 2018 (ONS, 2019).
- Our workforce pay data indicates that there is a positive pay gap for BAME staff. However, this is not the case for disabled staff and we have set an equality objective which reflects the need to close this gap.

### **2. COVID-19 PANDEMIC**

- We are aware that the negative impacts of the COVID-19 have been disproportionately felt by people with disabilities those with underlying health conditions, and BAME individuals. We are also refreshing our COVID-19 pen profiles regularly to ensure we understand the social and economic impacts of COVID-19 on our communities.
- We are closely monitoring the Equality and Human Rights Commission response to the pandemic, especially their recently launched inquiry into the impact of coronavirus on ethnic minorities.

### **3. RACE INEQUALITY**

- The death of George Floyd in the USA on 25 May 2020, coupled with the disproportionate impact which is being felt by black and minority ethnic communities as a result of COVID-19 has triggered a renewed focus in racial inequality.
- In response to the Black Lives Matter movement and increased public concern, the Prime Minister has asked for a further review into racial inequality within the country. The review will look at “all aspects of racial inequality”. As part of the equalities review and in response to Black Lives Matter we will bring together the recommendations from previous government equality reviews to see which relate to local government. Where it is clear that an action is required by the organisation, this will be integrated into the equalities action plan.

### **4. BREXIT**

- The UK is a signatory to the European Convention on Human Rights and is therefore subject to the rulings of the European Court of Human Rights. Brexit would not have an immediate impact on the supremacy of the ECHR in relation to Human Rights issues.
- In December 2019 the Withdrawal Agreement (Brexit) Bill passed in the House of Commons. It is still not clear exactly what protections will be afforded to those seeking



refuge in the UK. Any new asylum arrangements that the UK Government agrees with other countries should comply with the UN Refugee Convention and European Convention on Human Rights, and enable cross-border cooperation, for example, to protect child victims of trafficking.

- As an asylum dispersal area supporting the highest proportion of Asylum Seekers per capita in the South of England we have a continued interest in national policy around cross border cooperation.

#### **5. THE IMMIGRATION AND SOCIAL SECURITY CO-ORDINATION (EU WITHDRAWAL) BILL**

- The Bill aims to reduce overall levels of migration and give priority to those with the highest skills (scientists, engineers, academics and other highly-skilled workers). The government is ending free movement and have introduced the Immigration Bill to implement a points-based system to create a high wage, high-skill, high productivity economy. From 1 January 2021, EU and non-EU citizens will be treated equally.
- The Settlement Scheme for EU citizens, which will provide employers with flexibility to meet labour market demands, has received 3.2 million applications from EU citizens who will be able to stay and work in the UK. Within Plymouth, there were 7,180 applications for EUSS at the end of March 2020, an increase from 5,690 applications at the end of December 2019.

**APPENDIX H: COSTS AND RESOURCES**

- This section of the report considers the costs and resources required to fulfil the requirements of the review and the work required for the organisation to meet the EFLG 'excellence level'.
- The equalities review will be carried out using existing internal resources.
- To meet the 'excellence' standard of the EFLG any required work will be carried out using existing resources.
- The main cost involved is the cost of the peer challenge carried out by the LGA to determine which level of the EFLG the organisation is working at. A separate paper will be presented when the organisation is ready to undergo the peer challenge. There is a fee of £7,400 plus expenses for the peer assessment which would be required to reach the excellence level of the EFLG which will be met from within existing budgets.