



## Equality Framework for Local Government (EFLG) 2020 Version

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## Introduction

The Equality Framework has been updated to reflect the latest legislation affecting equality such as Gender Pay Gap reporting, GDPR, the changing context of the local government sector and equality in Britain and in response to other significant issues that might affect equality including the UK's decision to leave the European Union.

The equality framework is intended to help Councils:

- deliver accessible and responsive services to customers and residents in their communities including those from protected characteristics
- employ a workforce that reflects the diversity of the area they are serving
- provide equality of opportunity for all staff
- Meet the requirements of the Public Sector Equality Duty It seeks to do this by:
- Identifying the areas of activity that Councils need to be addressed to deliver good equality outcomes
- Helping Councils to understand how they can build equality into processes and practices
- supporting organisations to become inclusive employers
- Enabling Councils to informally self-assess their progress on the equality improvement journey and determine where and how they need to improve.
- Providing the framework for an LGA Equality peer challenge

## Underlying Principles

- The EFLG is part of the LGA's sector led improvement offer to the local government sector and as such engagement with the Framework is voluntary.
- The Framework can help with compliance with the Public Sector Equality Duty which is a legal obligation of the Equality Act 2010.
- The Framework references the nine legally protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation. It also encourages Councils to consider other issues that might be affecting their staff such as caring responsibilities as well issues affecting communities such as socio-economic inequality and isolation including rural isolation
- The EFLG is supportive of the EHRC's six selected domains of equality measurement which it has identified as the areas of life that are important to people and that enable them to flourish. They are: Education, Work, Living standards, Health, Justice and personal security, and Participation
- The modular design of the Framework reflects the fact that Councils come in all shapes and sizes with different resources, communities and priorities. It recognises that action on all equality issues at once is not always possible. • The Framework supports the LGA's Equality Peer Challenge

The Framework sets out four modules for improvement underpinned by a range of criteria and practical guidance that can help a Council plan, implement and deliver real equality outcomes for employees and the community. The four modules are:

- **Understanding and working with your communities**
- **Leadership and Organisational Commitment**
- **Responsive Services and Customer Care**
- **Diverse and Engaged Workforce**

For each module there are three Levels. Developing; Achieving and Excellent. The levels are progressive and cumulative so an organisation can plan and chart its progression against different priorities. Councils can be at different levels of the framework for different modules.

**Developing** - The developing level criteria contain the basic building blocks for each priority. An organisation at the Developing level has made an organisational commitment to improving equality. It is putting in place processes to deliver on equality issues and is working towards meeting and exceeding the statutory 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 not only exceeds statutory requirements, and it is an exemplar council for equality and diversity in the local government and wider public sector.

The modules contain a number of themes, each with short descriptor at each level of the framework. This is followed by a set of indicators or criteria that can be used to self-assess.

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

<b>Understanding and Working with your Communities</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<b>Collecting and Sharing Information</b>		
<p><b>1.1</b> The organisation has gathered and published information and data on the profile of its communities and the extent of inequality and disadvantage. Plans are in place to collect, share and use equality information with partners.</p>	<p><b>1.2</b> Relevant, proportionate and appropriate information about the local communities and their protected characteristics is being gathered. Information is shared across the organisation and with partners.</p>	<p><b>1.3</b> A comprehensive set of information about local communities/protected characteristics needs and outcomes is regularly updated and published and used to identify priorities for the local area.</p>
<b>Criteria</b>		
<p>The organisation is clear about what sources of information (both local and national) are relevant and useful.</p> <p>The organisation knows what information is already being collected – internally and by its partners, including voluntary and community sector stakeholders?</p> <p>Some information and data has been gathered and published.</p> <p>The organisation is working with its partners to ensure information is shared effectively.</p> <p>Partners ensure efficient collection of data that avoids duplication.</p> <p>The authority is compliant with GDPR legislation in its collection, analysis storage and use of data and information</p>	<p>Information is disaggregated and analysed on the basis of different communities, including those sharing protected characteristics.</p> <p>Quantitative and qualitative research methods are used to gather data and information</p> <p>National and regional data is used and analysed.</p> <p>Information from ward councillors is gathered in a systematic way.</p> <p>Data is easily accessed, shared and used by departments across the organisation.</p> <p>The organisation is working with partners to address identified gaps in information. Data is disaggregated using the same or similar categories.</p> <p>Information is being shared to identify and measure equality gaps and to inform outcomes for the area.</p> <p>There are robust and effective protocols in place for sharing information between partners and to ensure data protection</p> <p>Information is being captured about health inequality.</p>	<p>The Council is working with partners to continuously develop new and innovative data sharing platforms.</p> <p>The organisation has a sophisticated understanding of the difference between the equality profile of their local area and how that translates to inequalities for different groups.</p> <p>Changing needs are identified and prioritised across a wide range of services and outcomes by, for example, referring to the Equality and Human Rights Commission’s Equality Measurement Framework</p> <p>Data is regularly updated and used to set priorities across the organisation and in different services, by geographical area and by protected characteristic.</p> <p>There is evidence of a continuous improvement of the quality of the data.</p> <p>The organisation is working with partners to ensure that changing needs are identified and met.</p> <p>Voluntary and community sector partners/health colleagues and stakeholders access and use the information.</p>

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<b>Understanding and Working with your Communities</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<b>Collecting &amp; Sharing Information: Please indicate where you think the Council is and say why, including your observations about what we could do to improve our position.</b>		
<p><b><u>Business Intelligence</u></b></p> <p>The Council is clear that useful data on population and service use is to be found in key data sources such as Census and the Council’s own internal case management systems. The Council recognises how important this is for Peterborough as a particularly diverse place and worked closely with ONS and communities to promote Census 2021 and encourage a high completion rate.</p> <p>The Council’s corporate IT and BI teams do not provide comprehensive support and administration of all IT systems. Adult social care, children’s services are the main supported systems by corporate services; homelessness, education, SEND and HR systems are supported to a lesser extent, and databases relating to revenues and benefits, place, enforcement and regulation, leisure and libraries are managed within services and therefore are not as comprehensively controlled and managed as the main systems. This means that information on protected characteristics may not be collected in as standardised or coherent way and is not as accessible to the corporate Council. All systems are compliant with statutory requirements but a comprehensive data management strategy across all Council systems would help to ensure that data on all aspects of residents’ interactions with the Council included relevant equalities information.</p> <p>Information on inequalities (especially ethnicity) was gathered and discussed with</p>	<p><b><u>Public Health</u></b></p> <p>The organisation has a comprehensive programme of joint needs assessment, which includes analysis of a variety of determinants and outcomes by a number of protected characteristics. Analysis by age, gender, deprivation and ethnicity is routinely carried out. Analysis by disability and sexual orientation is carried out if the topic is directly relevant e.g., learning disability needs assessment or use of a sexual health service. Analysis by gender reassignment and religion is rarely carried out. Some analysis is limited by the lack of routinely collected data on the particular characteristic. More could be done to analyse data by religion, disability and sexual orientation. Where analysis is carried out comparisons with national and regional data are routinely made.</p> <p>The JSNA is published and made available to partners. More could be done to assess use and utility. Qualitative data is increasingly collected to inform service design and redesign, feedback for quality improvement and to gather insights to inform interventions. E.g., considerable work has been carried out to gather views from different population sub-groups and communities on vaccine intentions. Although more could be done to standardise methodology.</p> <p>There is considerable 2-way engagement with councillors, who are actively involved in disseminating information to communities as well as feeding back concerns and issues. There is also strong interest from councillors on health inequalities and a paper has requested on the topic for the next adults and health scrutiny meeting.</p>	<p><b><u>Business Intelligence</u></b></p> <p>The Council is working with partners to develop new data sharing platforms. For example, the Council has bid with partners in the Early Help Steering Group for funding to develop our children’s services case management system to include data from partners in the Supporting Families work with families facing multiple disadvantages and challenges. The Council is also a partner in the Shared Care Record project with health organisations to enable cross-system views of health and care record data.</p> <p>Information about the profile of the population living in Peterborough is available through our website <a href="http://www.cambridgeshireinsight.org.uk">www.cambridgeshireinsight.org.uk</a>, at local authority and ward level. We have received good feedback about this website from the voluntary and community sector and our partners and it is often cited as a source in funding applications.</p> <p>The Council’s community engagement department has a close and successful relationship with many groups within the community. This high degree of engagement has been used very successfully in Peterborough during the COVID-19 pandemic. This helps to ensure that needs of different communities are considered and met within service development.</p>

<p>the Scrutiny Committee Task and Finish group in March 2021.</p> <p>Data storage, processing and sharing protocols are robust and closely overseen by DPO.</p> <p><b><u>Place and Economy</u></b></p> <p>Community engagement takes place in the context of:</p> <ul style="list-style-type: none"> <li>* publicity for planning applications;</li> <li>* receiving of representations on planning applications;</li> <li>* ability of the public to attend planning committee meetings.</li> </ul> <p>The communications are primarily in written English and material is on-line via an accessible web site. We do issue hard copy material on request.</p> <p>In person committee meetings are not broadcast on-line, however the building is accessible. Meetings are currently being held at SMH.</p>	<p>Some of this work is limited by available workforce resource, particularly in the context of COVID.</p> <p>There is good compliance with GDPR.</p> <p><b><u>Business Intelligence</u></b></p> <p>The Council’s Joint Strategic Needs Assessments, available on Cambridgeshire Insight, profiles the population by age, ethnicity, nationality, and deprivation. This uses national and regional data. Themed JSNA reports include a wide range of qualitative input from voluntary and community sector and stakeholders as well as quantitative data. Historically, there is more analysis of health and wellbeing by deprivation (as measured through Indices of Multiple Deprivation) than other characteristics. However, the current work on Covid Impact and Needs Assessment is looking in more detail at age and ethnicity in particular.</p> <p>The Council’s adults and children’s services are using the Power BI Premium platform to visualise data in an easily accessible way. This platform is also being rolled out to other services. A key element of the visualisations is demographics, including protected characteristics such as ethnicity, age, gender, disability. This allows service activity and outcomes of interventions to be analysed by these categories.</p> <p>Across the Council’s main case management systems, nationally standardised categories are used wherever possible to record ethnicity and gender in a way that is comparable to nationally produced datasets such as Census.</p>	<p>The Council uses a commercial dataset (Acorn) to help understand communities. This combines data from Census and other administrative or commercially market research sources to provide detailed information about characteristics of the population at postcode level. This information is used to plan interventions and services, for example communications during COVID-19 response</p>
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<b>Understanding and Working with your Communities</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<b>Analysing and using data and information</b>		
<p>2.1 Systems are being developed to analyse soft and hard data/intelligence about communities, their needs and aspirations.</p>	<p>2.2 Information and data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities.</p>	<p>2.3 Up to date and comprehensive equality data is used regularly to plan and assess impacts of decisions.</p>
<b>Criteria</b>		
<p>The organisation is developing and improving systems for collating and analysing the different sets of data being collected.</p> <p>Information is collected by front-line staff or key decision makers and taken account of.</p> <p>The authority is compliant with GDPR legislation, analysis and use of data and information</p>	<p>Data is used to inform the setting of relevant equality objectives, and these are regularly monitored.</p> <p>Data is used in service planning, commissioning and decision making.</p> <p>Data is continuously gathered and analysed.</p> <p>Information is disaggregated in a meaningful way, by relevant protected characteristic and other factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need.</p> <p>Information and data is used effectively as part of impact assessment/ risk assessment and giving due regard to the public sector equality duty.</p>	<p>The organisation and its partners are using data in the most innovative ways such as predictive analytics to target service interventions</p> <p>Data is being used to predict and measure demand for services</p> <p>Achievement of outcomes are measured and there is evidence of gaps being narrowed.</p> <p>Performance is monitored against equality objectives and outcomes including procured and commissioned services, and with key partners and other stakeholders.</p> <p>Equality outcomes for commissioned and procured services are monitored and reported on.</p>

<b>Understanding and Working with your Communities</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<b>Analysing &amp; Using Data &amp; Information: Please indicate where you think the Council is and say why, including your observations about what we could do to improve our position.</b>		
<p><b><u>Business Intelligence</u></b></p> <p>Information on equalities is collected by front line teams and recorded in line of business systems.</p> <p>The Council is using Power BI Premium to develop and improve visualisation of data about demographics and the population. This includes internally (e.g., visualising case management data) and externally (e.g., embedded Power BI dashboard about the demographics of communities into Cambridgeshire Insight webpages).</p> <p>The Council uses opportunities of introducing new case management systems to improve and standardise data collection. Recent examples include Liquid Logic (children’s services) and Mosaic (adults services); a programme is currently underway to review and develop the main education systems. There is also a project underway around enforcement systems. At the moment these projects are often driven by the system contract ending, but as discussed above, a comprehensive whole organisation roadmap and data management strategy would enable this to be more actively managed.</p>	<p><b><u>Public Health</u></b></p> <p>Much of this is covered in the section above.</p> <p>There is some use of predictive modelling for demand planning, but this is limited by available workforce to carry out this work.</p> <p>There is some evidence of analysis and monitoring of services by equality objectives, but I have not seen much evidence of narrowing of equality gaps.</p> <p>The socio-economic status of the nation and other factors have an impact on equality outcomes as well as the actions of the council. There is a risk that an economic recession could further widen inequalities.</p> <p><b><u>Business Intelligence</u></b></p> <p>Data is used to plan services and is continuously gathered and analysed. For example, in planning the new Selective Licencing proposal a lot of data analysis has taken place (about complaints, fly tipping, anti-social behaviour, tenure and deprivation) in order to inform the review of previous scheme and the proposal for the new scheme.</p> <p>Forward budget planning also takes account of current and future predictions of demand (although the predictive algorithms are not sophisticated models).</p>	<p><b><u>Business Intelligence</u></b></p> <p>There are instances of monitoring performance against equality outcomes (particularly deprivation), for example in Selective Licencing, but it is not systematic.</p>



	<p>The most frequent aspect of inequality that is incorporated into service modelling is deprivation, and this is used to prioritise services.</p>	
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<b>Understanding and Working with your Communities</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<b>Effective Community Engagement</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<p>3.1 Inclusive community engagement structures are being developed throughout the organisation. There are opportunities for communities to be involved in decision making.</p>	<p>3.2 Engagement mechanisms and structures are in place to involve equality stakeholders and scrutinise service delivery, decision making and progress. The organisation engages with all its communities when making decisions, including those with protected characteristics.</p>	<p>3.3 Formal and informal interactions takes place between the organisation and its diverse communities. Communities from across the protected groups are actively participating in and influencing decision making.</p>
<b>Criteria</b>		
<p>The organisation has an engagement strategy. It is clear about different levels of engagement (i.e., informing, consulting, participating, co-producing) and when these are appropriate.</p> <p>Engagement structures are in place</p> <p>There are opportunities for protected groups to be engaged with decision making.'</p> <p>The organisation can evidence examples of these opportunities.</p> <p>Shared engagement structures/mechanisms are in development with partners.</p> <p>There are some shared engagement activities with partners.</p>	<p>People from protected groups are encouraged and enabled to participate in decision making.</p> <p>A range of engagement methodologies are used.</p> <p>Priorities have been changed as a result of engagement with a clear and demonstrable evidence basis.</p> <p>The organisation and partners engage collectively/share information and results of engagement activities to ensure that particular groups are not being over consulted with.</p> <p>There is an increase in the involvement of underrepresented groups.</p> <p>Engagement with the community and voluntary sector and the wider community effectively inform decisions.</p> <p>There are processes and plans throughout the organisation and with partners to</p>	<p>There are a range of innovative approaches to involving communities and arrangements are made to meet specific or individual needs.</p> <p>Vulnerable people/ communities are participating including the hardest to reach in the community.</p> <p>There is evidence that mainstream engagement mechanisms are increasingly involving previously under-represented groups.</p> <p>Communities are encouraged or supported to influence or make decisions.</p> <p>Staff and stakeholders are able to describe levels of influence within the community and changes made as a result.</p> <p>Key decision makers are involved in the engagement process.</p> <p>There is evidence of partnership arrangements leading to improved outcomes in participation.</p>

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	<p>increase stakeholder and voluntary and community sector involvement in informing priorities.</p> <p>Feedback is given and people in the community are able to challenge and have their views taken account of.</p>	<p>Partners are open to challenge and constructive criticism.</p> <p>Where there is very limited or no actual representation within a local demographic, the ability to cater for difference is in evidence.</p>
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<b>Understanding and Working with your Communities</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<b>Effective Community Engagement: Please indicate where you think the Council is and say why, including your observations about what we could do to improve our position.</b>		
<p><b><u>Think Communities</u></b></p> <p>Structures are in place for engagement, including Safer Peterborough Partnership and wider delivery group – membership includes council, police, fire and rescue, CCG, safeguarding, voluntary organisations, PCVS, Youth Inspired. This forum has been pivotal to keeping our communities safe throughout the pandemic.</p> <p>In this forum, representatives have been able to tell us what they need to keep communities safe as well as share what they are already doing independently. The working relationship has resulted in numerous examples of community commissioning including support for families with children with disabilities and 10 community engagement workers from different ethnic groups across the city to work with communities that have been disproportionately affected by COVID-19.</p> <p>Community engagement activity is not driven by strategy; the ability to be responsive and unbound by strategy enables us to respond to the needs of communities. For example, we have been able to tackle specific issues such as the activity of EDL who have come 3 times to the city over the last few years by arranging events on the same day that celebrate the power of community and diversity in our city. The result has been created more community cohesion in the city rather than create division.</p> <p>Opportunities for protected groups to be involved in decision-making are available through a wide variety of forums and mechanisms. A recognised development</p>	<p><b><u>Think Communities</u></b></p> <p>People from protected groups are encouraged and enabled to participate in a multitude of different ways- including through:</p> <ul style="list-style-type: none"> <li>• Peterborough Interfaith Network – which brings together partners from all of the city’s key faiths to develop joint strategies and projects that further our cohesion and integration agenda</li> <li>• Peterborough Interfaith Support Group – formed during the pandemic, and becoming the engine room to the Interfaith Network, focussing on COVID-19 issues and increasingly broadening its scope to focus on the economic and social impacts of the pandemic</li> <li>• Muslim Council of Peterborough – which brings all parts of our Muslim community together, alongside our five mosques, to create a one-voice approach and to jointly agree responses to key strategies and activities</li> <li>• Joint Mosque Council – chaired by the Chief Executive and attended by director-level officers, police and health service colleagues, this group meets regularly to debate key issues and agree shared plans</li> <li>• Multi-Agency Forum – which brings partners together to focus on the needs and challenges of our refugee and asylum-seeking population, and agrees opportunities to improve their outcomes</li> </ul>	<p><b><u>Think Communities</u></b></p> <p>Peterborough was recognised by the Government as one of five integration cities as part of its National Integration Strategy, in recognition of both the challenges we face with a diverse population and rapidly increased population density and the ways in which we have understood those challenges and have responded to them. We were also one of 6 cities chosen to participate in the Inclusive Cities programme run by the University of Oxford’s Centre on Migration, Policy and Society.</p> <p><b><u>Comms</u></b></p> <p>The council has developed excellent links with its communities through the community resilience forum that has met regularly throughout the pandemic to support and develop community messaging – advising on the content and tone of the messaging</p> <p style="padding-left: 40px;">Video messaging has been developed in 31 different languages Representatives have also supported written translations Specific messages have been issued through faith groups, at specific events and ahead of Friday prayers</p> <p>Peterborough’s work in this area has been recognised in two cabinet office visits and via a national award from the local government association</p>

<p>point is how we can become more strategic and imaginative in engaging with the general population as a whole.</p> <p>Shared engagement activity with partners takes place and opportunities arise through the convening of public sector and voluntary sector partners in Peterborough and Cambridgeshire at the Community Resilience Group. This network has been successful in the identification of joint working opportunities.</p> <p>We are also linked into various health forums in Peterborough including Integrated Neighbourhood and PCN meetings and meet regularly with social prescribers.</p> <p><b><u>Comms</u></b></p> <p>A strategy to involve and engage different community groups, vulnerable and excluded people was developed as part of both the overall Local Outbreak Management Plan communications strategy– and also as a key part of the Peterborough rapid response work</p> <p>This will be used to aid and inform the development of all other communications strategies moving forward.</p>	<ul style="list-style-type: none"> <li>• Community Champions Network – chaired by the Service Director for Communities and comprising representation from a wide range of different nationalities, faiths and places, this group is currently focussed on supporting our COVID-19 outbreak management and vaccination confidence work</li> <li>• We have established a Black Community Leaders’ Forum, with whom we meet to discuss issues pertinent to Black African and Caribbean residents. Police and Health colleagues form part of this forum.</li> <li>• We work closely with the city’s LGBTQ+ community in their organisation of Pride festivals, enabling events to take place and ensuring logistical and organisational barriers are removed.</li> <li>• We also work closely with the city’s Disability Forum, particularly in relation to growth and regeneration ensuring design solutions incorporate the needs of disabled residents and visitors.</li> </ul> <p>The nature of the relationships we are aiming to build through our community engagement work are difficult to evidence in quantitative data. It can therefore be difficult to determine whether there has been an increase in involvement from underrepresented groups because the data is not collected to enable us to monitor this. Our Joint Strategic Needs Assessment does provide us with baseline data.</p> <p>Engagement does happen collectively across the organisation/partner orgs where opportunities are identified to do so. These opportunities are identified through strong</p>	<p>Local authorities from Cornwall to Coventry have also benefitted from the work in this area.</p> <p>Work with the Peterborough youth forum to develop scripts and produce a video aimed at 15 -18-year-olds was delivered in March 2021 – and is also shortlisted for a national award.</p>
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	<p>partnership relationships such as through the Community Resilience Group.</p> <p>Identified area for development: -How do we encourage 'new blood' into existing engagement forums (e.g., Community Champion Network) to ensure we aren't always hearing the same voices?</p> <p><b><u>Comms</u></b></p> <p>Communications materials for specific groups were developed involving and engaging advocates from community and faith groups, traveller communities, and advocates working with homeless people and sex workers.</p> <p>Specific materials for and with people of different ages has also formed part of the communications approach throughout the pandemic and wider.</p>	
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<b>Understanding and Working with your Communities</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<b>Fostering good community relations</b>		
<p>4.1 Structures are in place within the organisation and across partnerships to understand community relationships and map community tensions.</p>	<p>4.2 The organisation and its partners have a strong understanding of the quality of relations between different communities and collectively monitor relations and tensions. The organisation and its partners are actively engaged in planning and delivering activities that foster good relations.</p>	<p>4.3 The organisation takes a sophisticated approach to fostering good relations which has resulted in measurable improvements in relationships between diverse communities.</p>
<b>Criteria</b>		
<p>There are joint partnerships responsible for monitoring community tensions.</p> <p>The Community Safety Strategy addresses the issue of community cohesiveness.</p> <p>Council leaflets/ posters/ communications/ events promote positive relations.</p>	<p>Harassment and hate crimes are monitored and analysed regularly.</p> <p>Appropriate action is taken to address the issues that have been identified.</p> <p>Members play a role in monitoring community relations and reporting intelligence.</p> <p>Data is available, and is disaggregated to cover the protected characteristics.</p> <p>Data is regularly analysed and acted upon.</p> <p>Stakeholders and communities are involved in the monitoring.</p>	<p>Information is available to show there has been an improvement in community relations.</p> <p>The organisation works with others to improve performance on good relations between diverse communities.</p> <p>The Council's leaders maintain a high profile on community relations. The Council makes use of Members' links with different communities depending on circumstances.</p> <p>The Council plays a leading role in bringing the partners and the community together if there are serious incidents of hate crime.</p> <p>There is obvious and demonstrable cross over between equality, diversity and community cohesion</p>

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<b>Understanding and Working with your Communities</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<b>Fostering Good Community Relations: Please indicate where you think the Council is and say why, including your observations about what we could do to improve our position.</b>		
<p><b><u>Think Communities</u></b></p> <p>Joint partnerships in place for monitoring community tensions include the Safer Peterborough Partnership. The partnership has developed major programmes over many years including those linked to anti-social behaviour, street sex working, drugs and county lines activity, and road safety. SPP’s current priorities have been agreed based on the principle of adding value beyond the core community safety challenges that are already being met by a wide range of agencies. These priorities are targeting high harm offenders, substance misuse and sex workers. We have successfully set up a problem-solving group that uses data and intelligence to target activity to stop high harm crimes and a project has been developed to get sex workers off the streets, and this has won an award. We have successfully disrupted drug rings, including county lines, but also provided support to those who have drug and alcohol dependencies through proactive outreach activity.</p> <p>Operationally, the council works closely with the police on matters such as hate crime, domestic abuse and the Prevent agenda.</p> <p>We also provide leadership to both the multi-agency Hate Crime group and the Tension Monitoring group, both of which bring the council, its partners and communities together to respond swiftly to emerging tensions. The Hate Crime Task and Finish Group from a wide cross-section of the Peterborough community, e.g., the police, Jewish community leader, Muslim community leader etc.</p>	<p><b><u>Think Communities</u></b></p> <p>Peterborough has one of the most diverse populations in the country, with multiple languages spoken and people making their home here having travelled from all over the world. We also have a more transient and temporary population linked to economic migration largely from central and eastern European nationals. These characteristics may be considered factors that could increase community tensions and public protest; however, Peterborough communities live alongside one another peacefully and successfully, and we have never experienced at-scale social tensions or community unrest that many comparable towns and cities have.</p> <p>The Council is responsive to involving stakeholders and communities in the monitoring of community tensions and their solutions when they arise and supporting communities in these situations. For example, there was recently a community engagement event about sex workers on Burghley Road. In this situation, the community was desperate for change and the engagement has resulted in PCC commitments to action.</p> <p>Monitoring of community relations mainly happens through the relationships held with community leaders by council officers and members e.g., community connectors, Head of Community Resilience and Integration and councillors.</p>	<p><b><u>Think Communities</u></b></p> <p>The work we do with our key community and faith leaders is led by the Chief Executive, who has a highly visible presence in key forums and at key events, supported by the Service Director for Communities and the Head of Cohesion and Integration. Events such as the annual community cricket match also bring together council officers and members of the community.</p> <p>As mentioned previously, quantitative data that would show whether there has been an improvement in community engagement is limited- it would mostly be qualitative feedback through the network of contacts and relationships in the community.</p> <p>The council works closely with, and commissions work from, a range of organisations representing people from different nationalities and faiths and with different needs, particularly:</p> <ul style="list-style-type: none"> <li>• <a href="#">Parca</a> – whose focus is on new arrivals, asylum seekers and refugees</li> <li>• <a href="#">Gladca</a> – whose focus is on supporting people in the central areas of Peterborough from South Asian and central and eastern European countries</li> <li>• <a href="#">Kingsgate Community Church</a> – who have a large Christian population with a foundation in community work; Kingsgate also run our foodbank network and provides practical support</li> </ul>



<p>On occasions where there has been hatred/hate crimes directed towards specific communities e.g., Anti-Semitic themes, the council has responded swiftly to put arrangements in place to support the Jewish population, as well as facilitating a session with the Jewish Leadership Council.</p> <p>Our city has always welcomed new arrivals going back generations, with the most recent examples being linked to our participation in both the Syrian Refugee Resettlement Scheme and the new Afghan Interpreter Resettlement Scheme.</p> <p>PCC has resettled 77 of the 100 Syrian refugees we pledged to resettle over 5 years. We work closely with PARCA (Peterborough Asylum and Refugee Community Association) to make them feel welcome, as well as find them accommodation, registering with a GP, accessing education, employment, benefits, volunteering opportunities to help them to integrate into the community.</p> <p><b><u>Comms</u></b></p> <p>The council has a forward plan which highlights and celebrates all significant religious celebrations and key events in the life of different community groups.</p> <p><b><u>Place and Economy</u></b></p> <p>It some circumstances community relations are a matter that is relevant to the determination of a planning application and enforcement. Staff receive equality and diversity training, so they are aware of the legal requirements to consider these matters in the determination of planning applications and enforcement cases.</p>	<p>To continue our trajectory in this area, some of the points we would consider are:-</p> <ul style="list-style-type: none"> <li>• How can we develop the skills of all staff in improving community relations? Could this form a key part of staff induction?</li> <li>• How can we balance the depth of relationship and trust built by individuals whilst also creating resilience beyond individuals?</li> <li>• How can we further our feedback loop from communities to capture whether communities feel the right mechanisms are in place for them to feel comfortable sharing the views and participating?</li> </ul> <p><b><u>Comms</u></b></p> <p>The council promotes and becomes involved in celebrations with its communities:</p> <ul style="list-style-type: none"> <li>• Flag raising for Windrush day</li> <li>• Activities and events for Diwali, Ramadan, Eid etc which include participation of snr officers and members</li> <li>• LGBTQ+ awareness events including raising awareness of fostering and adoption initiatives</li> <li>• Black history month and Gipsy and Roma traveller month reflected in library service events.</li> </ul>	<p>for people in need in the form of white good, furniture and clothing</p> <ul style="list-style-type: none"> <li>• <a href="#">Compas</a> – a charity focused on providing practical support for our Roma community</li> <li>• <a href="#">Peterborough Racial Equality Council</a> – whose role is to champion equality and challenge racism</li> </ul> <p>The Council’s leaders and Members have strong links with different communities across Peterborough. Peterborough has a large number of councillors for a small city, with a culture of place-based working and active ‘on the ground’ involvement in their wards. The new leadership of the council has a strong focus on making Peterborough an accessible council.</p> <p><b><u>Comms</u></b></p> <p>Strong community relationships with different ethnic groups and religious faiths have led to innovative practice on public health messaging throughout the recent pandemic – highlighted by the Cabinet Office as an area of good practice.(see above).</p>
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<b>Understanding and Working with your Communities</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<b>Participation in public life</b>		
<p>6.1 The organisation has a clear understanding of the level of participation in public life by different communities/protected characteristics. This can include involvement in local democracy and representation e.g., school governors, councillors, board members of voluntary/statutory sector organisations.</p>	<p>6.2 Local people are encouraged to participate in public life or in other activities where they are under-represented. The Council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.</p>	<p>6.3 There is an improvement in the participation rates of under-represented groups in public life. The organisation can demonstrate that people across a range of protected characteristics are able to influence decisions.</p>
<b>Criteria</b>		
<p>Information/data is gathered about the extent of involvement in public life</p>	<p>The organisation actively informs and involves local people, including under-represented groups, in opportunities for public participation.</p> <p>Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.</p>	<p>There is evidence that improvements have been achieved.</p> <p>More people from under-represented groups are participating across a wider range of activities.</p> <p>Decision makers are from a wider range of backgrounds.</p>

Understanding and Working with your Communities		
Developing	Achieving	Excellent
<p><b>Participation in Public Life: Please indicate where you think the Council is and say why, including your observations about what we could do to improve our position.</b></p>		
<p><b><u>Think Communities</u></b></p> <p>Pockets of data exist about the extent of involvement in public life (e.g., democratic services info about members, VCS about their board members etc.). Currently these sources of data are not brought together to form an overall view of participation in public life as a whole.</p> <p><b><u>Comms</u></b></p> <p>Communications focused on improving turnout at local elections in 2021 took into consideration the needs of people with protected characteristics – and also focussed on those who might suffer from health inequalities.</p>	<p><b><u>Think Communities</u></b></p> <p>Governance meetings are now being held in public and have been live streamed since the start of the pandemic. This has made attending meetings more accessible for the public. We are seeing slight increase in public questions at meetings.</p> <p>Some outreach work to protected groups takes place through the Think Communities team – Place Coordinator and Community Connectors.</p> <p>*To Add- some examples from across the organisation where outreach work/campaigning to increase representation of protected groups on various boards etc.?</p> <p><b><u>Comms</u></b></p> <p>Information about electoral roll registration, postal votes and proxy votes was shared through the community reference group so that they could inform their own communities.</p> <p>Information was also provided about how the council was keeping election venues safe during the Covid pandemic (a particular concern for older people and people from ethnic minorities who were at higher risk).</p>	<p><b><u>Think Communities</u></b></p> <p>We can show an increase in councillor diversity over time in Peterborough and some measures have been introduced to make participation more accessible to all e.g., parental leave policy for councillors.</p>

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<b>Leadership and Organisational Commitment</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<b>Leadership</b>		
<p><b>7.1</b> The political and executive leadership have publicly committed to reducing inequality, fostering good relations and challenging discrimination.</p>	<p><b>7.2</b> Political and executive leaders demonstrate personal knowledge and understanding of local communities and continue to show commitment to reducing inequality.</p>	<p><b>7.3</b> Leaders have gained a reputation within the community and with all of its partners for championing equality, balancing competing interests and fostering good relations.</p>
<b>Criteria</b>		
<p>Senior leaders in the organisation have stated their commitment to a diverse workforce and have made clear what is expected from staff when delivering services to the community.</p> <p>Leadership on equality is demonstrated in a way that is recognised and understood by the organisation and local communities.</p> <p>Leaders have publicly committed to improving equality in their area.</p> <p>The organisation has established and publicised a strong business case for its equality work.</p> <p>The organisation regularly communicates its commitment to promoting equality to staff and the community.</p> <p>There is evidence that publications reflect the organisation’s commitment to equality and fostering good relations.</p>	<p>Senior leaders can demonstrate their commitment to equality in decision making and how this informs the way the organisation responds to challenges.</p> <p>Senior leaders demonstrate knowledge and commitment to equality issues. They ‘walk the talk’.</p> <p>There is evidence that equality considerations inform their decision making.</p> <p>Senior leaders understand the value and impact good communications can have and ensure that publications, websites and other communications channels are as diverse as possible.</p> <p>The organisation promotes a positive narrative around equality and good relations across the whole community.</p> <p>There are examples of where the organisation and its partners have had to take unpopular decisions but still managed to keep local communities on board.</p> <p>The organisation has taken steps to counter negative stereotypes or dispel myths.</p>	<p>The organisation is able to show that even when making difficult decisions it continues to demonstrate a clearly articulated and meaningful commitment to equality.</p> <p>Senior leaders have and own clear knowledge of local equality priorities and how and why they are being addressed.</p> <p>Senior leaders act as ambassadors for the equality agenda.</p> <p>Senior leaders personally challenge inequalities and drive an improvement agenda.</p> <p>Staff, the community or the voluntary and community sector can offer good examples of how effective communication and engagement with the Council has enabled the organisation to prevent or manage tensions between different equality groups.</p> <p>The organisation plays a role in ensuring that all stakeholders collectively manage the conflicting needs of their communities.</p>

<b>Leadership and Organisational Commitment</b>		
Developing	Achieving	Excellent
<b>Leadership: Please indicate where you think the Council is and say why, including your observations about what we could do to improve our position.</b>		
	<p>Strong track record of supporting a diverse range of community groups and in particular working to support communities during times of tensions, especially in relation to national or international events. Some examples include EDL protests, Refugee Resettlement schemes, Holocaust Memorial events etc.</p> <p>Extensive work with all faith groups to foster strong relations with the council and each other. During Covid 19 lockdowns the strengths of this network was evident as faith groups and the council collectively worked to support highly vulnerable residents.</p> <p>The council should develop a comms strategy to underpin how it engages with its communities and provide for regular dialogue to discuss key decisions which may impact diverse groups.</p> <p>The council should also review its procedures for community groups to hold events in the city centre.</p>	

<b>Leadership and Organisational Commitment</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<b>Priorities and working in partnership: Please indicate where you think the Council is and say why, including your observations about what we could do to improve our position.</b>		
<p>8.1 Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed.</p>	<p>8.2 There is a coherent, shared vision of equality for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.</p>	<p>8.3 The organisation can demonstrate success in working with partners in the public, private, community and voluntary sectors to address equality priorities, which are reviewed on a regular basis.</p>
<b>Criteria</b>		
<p>Corporate and partnership documents capture the commitment of the organisation and partners to equality.</p> <p>Equality objectives are reflected in local strategic planning.</p>	<p>There are shared equality priorities, objectives and outcomes for the local area which are understood and acted on at all levels within the organisation.</p> <p>There is a clear shared vision for the area.</p> <p>The organisation and its partners monitor, review and evaluate performance against equality priorities, including inequality and health inequality.</p> <p>The results of these activities contribute directly to the development of the organisation’s objectives.</p>	<p>Staff, the community or the voluntary and community sector give good examples of improved outcomes/ reduced inequality/ improvements in health inequality.</p> <p>Review mechanisms are in place.</p> <p>There is evidence that cross-organisational learning is taking place.</p> <p>The community and voluntary sector say that they are treated as equal partners by the Council.</p>

Leadership and Organisational Commitment		
Developing	Achieving	Excellent
<p><b>Priorities and working in partnership: Please indicate where you think the Council is and say why, including your observations about what we could do to improve our position.</b></p>		
<p>Strong examples of the council working in partnership with Community and Voluntary sector organisations to tackle inequality across a range of services (for example Domestic Violence, Community Cohesion, Social Care, Black History Month etc.). However, more could be done though to develop a single equality vision for the city which all partners recognise and sign up to. The council, its partners and CVS organisations could look to jointly develop a charter on equality.</p> <p>There is a need to ensure that the work the council leads around physical development and infrastructure plans, takes into account the different needs that diverse communities may have.</p> <p>The council and its partners to develop a shared vision for equality, supported by the communications strategy. The council should review its website and key documents to ensure that they are fully accessible for different groups e.g., easy read versions, compatible with braille readers etc.</p>		

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<b>Leadership and Organisational Commitment</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<b>Assessing Equality Impact in Policy and Decision Making</b>		
<p>9.1 Due regard is taken to the aims of the general equality duty when making decisions and when setting policies.</p>	<p>9.2 Equality analysis/ impact assessment is integrated systematically into planning and decision making across the organisation.</p>	<p>9.3 The organisation can demonstrate that improvements in equality outcomes are being delivered as a result of effective equality analysis/ impact assessment, and that negative impacts have been mitigated.</p>
<b>Criteria</b>		
<p>The organisation has an agreed approach to conducting equality analysis/ impact assessment of policy and service decisions.</p> <p>Training and support on equality analysis/ impact assessment is available.</p> <p>Impact assessments take account of the views of those affected by the policy or decision.</p> <p>There is a process for ensuring that equality impact assessments are sufficiently robust.</p>	<p>There is senior level commitment to using and understanding equality analysis/ impact assessment to inform planning and decision making.</p> <p>The organisation’s assessments are accessible, robust and meaningful.</p> <p>There is evidence that Members routinely take account of equality analysis/ impact assessment when making decisions.</p> <p>Decisions around budget cuts and savings have taken account of cumulative impact.</p> <p>The findings, recommendations and conclusions are shared effectively to inform decisions and planning.</p> <p>Mitigating actions are identified where appropriate</p>	<p>The organisation can demonstrate how equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality.</p> <p>The organisation can provide evidence of how or where equality analysis/ impact assessment has informed decision-making and led to different, tailored services that have improved outcomes.</p> <p>The organisation captures information about what budget/service cuts mean to people’s lives.</p>



<b>Leadership and Organisational Commitment</b>		
Developing	Achieving	Excellent
<b>Assessing equality impact in policy and decision taking: Please indicate where you think the Council is and say why, including your observations about what we could do to improve our position.</b>		
	<p>Evidence that Equality Impact Assessments are completed across the council and are published on the council's website, but may not be consistent across all services, or through commissioned services. More can be done to have direct engagement and consultation with community groups on decisions which may impact them. Evidence that consultation takes places at budget setting time, but less clear during the day-day business process.</p> <p>Members may need more training to consider equality impacts when scrutinising decisions and ongoing service provision.</p>	

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<b>Leadership and Organisational Commitment</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<b>Equality Objectives and Annual Reporting</b>		
<p>10.1 Equality objectives for the organisation have been set and published in accordance with the requirements to support the public sector Equality Duty.</p>	<p>10.2 Specific and measurable equality objectives 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.</p>	<p>10.3 The organisation can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities.</p>
<b>Criteria</b>		
<p>The specific duty to publish equality objectives have been met.</p> <p>Objectives are underpinned by robust equality analysis.</p> <p>Objectives are SMART (Specific, Measurable Realistic, Achievable and Timely).</p>	<p>Equality objectives are integrated into organisational strategies and plans.</p> <p>There is evidence of a link between equality objectives, business planning and performance management.</p> <p>Progress is regularly monitored and reviewed.</p> <p>Members are kept informed of progress against equality objectives.</p>	<p>There is evidence that equality objectives have led to improved outcomes for people with protected characteristics.</p> <p>Actions to achieve priority outcomes are reviewed and regularly updated.</p> <p>Steps are taken if deficiencies are identified.</p> <p>Stakeholders and staff are involved in the monitoring of objectives.</p> <p>An Annual Equality report is published and shared.</p>

Leadership and Organisational Commitment		
Developing	Achieving	Excellent
<p><b>Equality objectives and annual reporting: Please indicate where you think the Council is and say why, including your observations about what we could do to improve our position.</b></p>		
<p>The council publishes reports on the gender pay gap and employment equality levels with clear actions for improvement identified. In future, this will be expanded to also review ethnicity pay gaps, which has recently become a requirement</p> <p>A broader city-wide equality action plan should be developed and published with clear objectives. The action plan should sit alongside a new council equality strategy and city-wide charter.</p>		

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<b>Leadership and Organisational Commitment</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<b>Performance Monitoring and Scrutiny</b>		
<p>11.1 Appropriate structures are in place to ensure delivery and review of equality objectives.</p>	<p>11.2 The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political Overview and Scrutiny process.</p>	<p>11.3 The organisation uses the scrutiny process as a driver for change. The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice.</p>
<b>Criteria</b>		
<p>There is an appropriate and accountable leadership group/ board/ forum who have responsibility for the equality agenda.</p> <p>There are resources for supporting equality work.</p>	<p>The Overview and Scrutiny function is used to scrutinise and challenge equality analysis/ impact assessment objective setting and monitoring?</p> <p>The public are enabled to monitor progress.</p> <p>Progress and responses are reported regularly to the leadership of the organisation.</p>	<p>The organisation assesses its performance and outcomes against comparable organisations.</p> <p>Review mechanisms are in place.</p> <p>Some outcomes and priorities have changed as a result of Scrutiny review.</p> <p>The organisation is approached on a regular basis to provide examples of or showcase good practice.</p>

<b>Leadership and Organisational Commitment</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<b>Performance monitoring and scrutiny: Please indicate where you think the Council is and say why, including your observations about what we could do to improve our position.</b>		
A new cross party Member Equality group to be formed to oversee the delivery of the equality strategy and action plan.		

<b>Responsive Services and Customer Care</b>		
<b>Commissioning and Procuring Services</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<p>12.1 The organisation ensures that procurement and commissioning processes and practice take account of the diverse needs of clients, and that providers understand the requirements of the public sector Equality Duty.</p>	<p>12.2 Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle.</p>	<p>12.3 The organisation can demonstrate that commissioned/procured services are helping it achieve its equality priorities.</p>
<b>Criteria</b>		
<p>Guidance is available for suppliers on the equality requirements for the procurement and commissioning process.</p> <p>There are standard equality clauses for contracts.</p>	<p>The organisation considers how the public pound is spent with regards to local procurement and influence on the local economy.</p> <p>Specifications take account of the different needs of users, for example through equality analysis/ impact assessments.</p> <p>Monitoring requirements are built into contracts to ensure equality issues are addressed.</p> <p>The organisation has an established Social Value Framework. The Social value of contracts is measured.</p> <p>The performance of sub- contracting arrangements is measured.</p>	<p>There is evidence that contracts are being monitored using quantitative and qualitative analysis. The results are considered by both the supplier and client.</p> <p>There is evidence of providers meeting the organisations equality objectives.</p> <p>Providers understand and can articulate a commitment to equality.</p> <p>The organisation achieves considerable social value from its contracts.</p> <p>Local procurement is positively influencing the local economy.</p>

## Responsive Services and Customer Care

**Commissioning and Procuring Services: Please indicate where you think the Council is and say why, including your observations about what we could do to improve our position.**

Developing	Achieving	Excellent
<p><b><u>Place and Economy</u></b></p> <p>This area procures services for technical assistance e.g., structural engineers, landscape assessment, design appraisal, retail impact. It would be good to develop a better understanding of the EDI implications of some of these processes.</p>	<p><b><u>People and Communities</u></b></p> <p>All of the Commissioning Portfolios have robust needs assessments and up to date commissioning/sufficiency strategies which inform commissioning business plans.</p> <p>The majority of commissioned provision is via bespoke commissioning activity, or via Dynamic Purchasing Systems and Framework arrangements; all of which are monitored, reviewed, evaluated, and managed.</p> <p>Contract management processes ensure compliance with contractual requirements, evaluating added value, impact and proactive management oversight of equality and diversity policy implementation.</p> <p>Joint Market Position statement published and published on our websites.</p> <p>Clear and robust governance framework around procurement and commissioning processes to enable appropriate scrutiny, which includes accountability to members.</p> <p>ICF and prevention framework specific focus on support for diverse groups.</p> <p>Reporting for commissioned packages can be compared to wider population profiling at locality, and Primary Care Network level</p>	<p><b><u>People and Communities</u></b></p> <p>The Children in Care Sufficiency strategies [statutory requirement] detail the authority’s mandate to increase the supply and quality of a range of local care placements, in so doing the growth in supply will support local areas’ economic development &amp; prosperity.</p> <p>The 0-25 Special Education Needs and Disability strategies look to increase the range a scope of education placements and support services for children, young people and their families within their local area.</p> <p>The All-Age Autism Strategy has several themes including the need to increase the opportunities for employment, training and further education across the 16+ age range. Local employers are being supported to offer opportunities to young people and adults with ASD. The Autism Toolkit is an exemplar of our drive for a more inclusivity amongst the public and private sector, providers, services, education and employment sector.</p> <p>There has been intensive work to understand cultural beliefs during Covid where ethnicity has been a factor around vaccination uptake. This has increased some areas of cultural understanding and has been highlighted as shared learning within the contracts team that now feeds into contract management.</p>

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<b>Responsive Services and Customer Care</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<b>Integration of equality objectives into service planning</b>		
<p>13.1 Structures are in place to ensure equality outcomes are integrated into business objectives.</p>	<p>13.2 Equality objectives are integrated into service plans across the organisation, with progress towards them performance managed by key decision makers.</p>	<p>13.3 The organisation can demonstrate that improvements and equality outcomes are being delivered across the business.</p>
<b>Criteria</b>		
<p>Service plans are monitored regularly to ensure that equality objectives are being met.</p> <p>Equality analysis is fed into planning and assessment of service plans.</p> <p>Customer care policies highlight the needs of protected groups.</p>	<p>Objectives address inequality and equality gaps.</p> <p>The needs of protected groups are taken account of.</p> <p>Service users have opportunities to comment on how services are planned.</p> <p>Objectives have specific timescales.</p> <p>Resource implications have been properly assessed.</p> <p>Key decision makers demonstrate that they continuously monitor, review and evaluate performance for equality objectives.</p> <p>Equality integrated into the performance management.</p>	<p>Service Plans are designed and written with equality objectives in mind.</p> <p>Business plans review past performance, demonstrate how past objectives have been achieved, review performance and set new objectives.</p> <p>Gaps have been identified in terms of who may not be using the service and why. Action has been taken to change services in response.</p> <p>There is evidence of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities/ protected groups.</p> <p>There is evidence that Services are being coproduced with service users.</p>



<b>Responsive Services and Customer Care</b>		
<b>Integration of equality objectives into service planning: Please indicate where you think the Council is and say why, including your observations about what we could do to improve our position.</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<p><b><u>Resources</u></b></p> <p>The Council has a commitment to EDI.</p> <p>There are various corporate plans in place which reference objectives which cover EDI. However, there is an absence of wide scale Directorate and Service Plans.</p> <p>EIAs carried out separately as part of the MTFS are published separately and subject to consultation.</p> <p>TO DO:</p> <ul style="list-style-type: none"> <li>Establish Service Plans which incorporate EDI. We will ensure that we better monitor outcomes and can demonstrate how our actions are leading to improvements</li> <li>Detailed list of all EIAs</li> <li>Plans should be set each year (as part of business planning / links into MTFS / cascaded through Conversations so that they are reflected upon by all / Managers actively support the aim of diversity in the workplace.</li> <li>Monitor quarterly progress and actions outstanding – report to EDI Forum / DMT / JMT.</li> </ul> <p><b>MINIMUM COVERAGE SHOULD INCLUDE:</b></p> <ul style="list-style-type: none"> <li>EIAs to identify differences in access or outcomes for customers</li> <li>Planning, completion, implementation and outcome monitoring in all services</li> <li>Implementation of budget EIAs</li> <li>Engagement contributing to service improvement</li> </ul>	<p><b><u>Resources</u></b></p> <p>Once developed and embedded, to achieve excellence:</p> <ul style="list-style-type: none"> <li>We will ensure that we better monitor outcomes and can demonstrate how our actions are leading to improvements</li> <li>We will receive regular from HR in relation to the make-up of the workforce</li> </ul> <p>Noted that there is a lack of Directorate or Corporate steer as to what activities are recommended to address inequality and equality gaps.</p> <p><b>Response from Bereavement / Registration Services</b></p> <p>The Council addresses inequality and equality gaps by actively looking at the needs of its staff via staff appraisals. And as part of the Community Strategy, and the Equality and Diversity Action Plan, the needs of its communities and protected groups through forums. This information is then integrated into service plans.</p> <p>In Bereavement Services, for example, community and customer feedback resulted in the provision of brick graves for the Muslim community, Mausolea for the Italian Community and the provision of weekend burials/cremation for all communities.</p> <p>In consultation with communities washing and prayer facilities, together with religious symbols, were also provided at the crematorium for Hindu and Sikh services.</p>	<p><b><u>Resources</u></b></p> <p>To achieve excellence:</p> <ul style="list-style-type: none"> <li>We will make more of the data we have. (It's not just HR in relation to staffing it's information in relation to our service users). What are they accessing, and could they be getting more? There is also a need to establish those who are not accessing our services and why as well</li> <li>The data requires appropriate analysis so that it leads to informing service planning and delivery.</li> </ul> <p><b><u>People and Communities</u></b></p> <p>In order to coproduce the community based short breaks offer within Peterborough, commissioners worked alongside the local parent carer forum, Family Voice Peterborough (FVP). FVP developed and circulated a questionnaire regarding current knowledge, use and satisfaction of short breaks services locally. Views of CYP were sought through 'The Big Youth Shout Out' report. Social care and residential short breaks services colleagues were engaged through a series of workshops.</p> <p>Family Voice Parent Carer Representatives continued to input into Project Board meetings, feeding back into specification design and evaluation. Specialist access to services by panel referral, review and progression was prioritised; as was a greater focus is on age and needs specific activities,</p>

<ul style="list-style-type: none"> <li>• Defined priority gaps in outcomes are removed or reduced</li> <li>• How annually engage with community</li> <li>• Workforce diversity (recruitment / retention and how it reflects that of the community e.g., minorities / BAME / disability etc.</li> </ul> <p>SUCCESS WILL BE</p> <ul style="list-style-type: none"> <li>• EIAs are delivered to agreed timetable</li> <li>• EIAs are completed and actions implemented</li> <li>• Specific equality targets (for the dept. / service) achieved</li> <li>• Actions taken to increase diversity (e.g., positive action statements)</li> <li>• Annual engagement (with customers / community / voluntary sector) setting out progress against actions</li> </ul> <p>For the Financial Services Business Plan equalities activity have been recognised &amp; included in an overarching objective for the year.</p> <p>The finance team are currently undertaking a review of achievement against the activities listed with these activities being marked as partially achieved by two of the three teams in Financial Services (@ 29.07.2021).</p> <p><b><u>People and Communities</u></b>          Developing system wide place based public health management approach which will enable more holistic data to inform needs.</p>	<p>It was identified that some communities require burial at short notice, and this was also planned and implemented through a call-out rota.</p> <p>At the Registration Office the need to provide death registration at weekends for short notice burials was identified and implemented.</p> <p>It was also highlighted via forums and media sources that there were occasions in some communities that religious marriages were not always subsequently formally registered. The Integrated Communities Project was established to help address this issue.</p> <p>Staff also reach out to leaders of all faiths, who may not necessarily be aware, to walk them through the process of registering buildings for marriage ceremonies.</p> <p>The resources to achieve this were assessed, funding and approval secured, timescales established, and the service plans updated.</p> <p>The needs of our communities are constantly reviewed and monitored, via monthly statistics, feedback and forums to ensure we are still providing the service required to ensure equality and meet the needs of our diverse communities.</p> <p>To improve our position, review the current Equality and Diversity strategy and action plans and continue improving consultation of staff, communities and protected groups.</p> <p><b><u>People and Communities</u></b>          JSNAs used to inform service needs and planning. Good understanding of local health inequalities.</p>	<p>such as independence skills for teenage CYP and options for younger CYP. Opportunities for weekend and evening support as well as school holiday times were included.</p> <p>The Community Short Break offer within Peterborough continues to reflect engagement with parent carers and children/young people continues as feedback remains an integral part of quality assurance processes. A consultation is due to commence shortly, to inform the extension of current arrangements.</p>
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	<p>All individual annual objective plans contain the corporate equality and diversity objective. These objectives also link into the delivery of the corporate and departmental plans.</p> <p>The Adult Social Care – transformation programme – Adult Positive Challenge programme has at its foundation strengths-based conversations that take account of individual strengths, opportunities and barriers, which by default would address protected characteristics.</p> <p>Partnership Boards are in place administered by Healthwatch to cover a range of groups. A joint action plan has been agreed with the Adult Social Care Forum which includes membership across the groups and voluntary sector organisations such as Speak Out Council and Age UK.</p> <p>Service user and Carer Surveys are analysed for trends against age and primary support reason, ethnicity etc to determine if there is a difference in experience.</p> <p>Parent Carer For represent the views, wishes and feelings of parents and carers of children/young people with SEND, these influence policy decisions, commissioning intentions and service design and delivery.</p> <p>Family Voice [PCC] have developed a Co-production Training pack for stakeholders that is being rolled out across the local system.</p> <p>Commissioning has a Co-production, Consultation, Engagement and Participation Toolkit for Commissioners to use to support meaningful engagement with a host of service users, their parents and/or carers</p>	
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<b>Responsive Services and Customer Care</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<b>Service Delivery</b>		
<p>14.1 The organisation has systems to collect, analyse and measure how satisfied all sections of the community are with services.</p>	<p>14.2 There is evidence that services are meeting the needs of a diverse community, and that take up of services is representative of the wider community.</p>	<p>14.3 The organisation has systems in place to use monitoring data and citizen feedback to redesign or adapt services to ensure equity of access and can demonstrate where this has been done.</p>
Criteria		

<p>There are mechanisms in place for service users to be consulted about service development and delivery</p> <p>Social Value and Collaborative Principles are reflected in the organisations practical service delivery.</p> <p>The organisation is able to analyse and measure whether all sections of the community are able to access services.</p> <p>It is clear who Service users are. Services carry out mapping exercises to identify and review current participation and to highlight gaps.</p> <p>The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities.</p> <p>Complaints are disaggregated by protected groups. There are mechanisms in place to enable staff to introduce business improvements.</p> <p>Appropriate mechanisms are in place to ensure that Human Rights considerations are identified when planning services and that customers and citizens are treated with dignity and respect.</p>	<p>Service users are consulted effectively before services are developed.</p> <p>Issues such as Social Prescription and Social Value are used to measure outcomes which are not delivered by the organisation.</p> <p>Access to and appropriateness of services is monitored regularly by senior leaders and decision makers.</p> <p>Senior leaders and decision makers demonstrate that they continuously review and evaluate access to services.</p> <p>Data about access to services and user satisfaction is used in equality analyses/ equality impacts assessment</p> <p>A scrutiny/ evaluation process of services is in place.</p> <p>Human Rights issues are understood and considered when delivering services to customers and clients.</p> <p>Human Rights guidance is available for staff and decision makers have up to date knowledge.</p>	<p>Services are co-produced with service users wherever possible and service users are able to influence changes</p> <p>Initiatives such as Community Asset Transfers and Community Right to Challenge are in evidence as delivered by local communities instead of the local authority.</p> <p>There is evidence of how levels of customer satisfaction with services have improved over time.</p> <p>Take up of services is representative of the community in proportions that would be expected.</p> <p>There are examples of how different customers' experiences are analysed and acted upon.</p> <p>The organisation has taken steps to safeguard the human rights of individuals where these have been threatened.</p>
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<b>Responsive Services and Customer Care</b>		
<b>Service Delivery: Please indicate where you think the Council is and say why, including your observations about what we could do to improve our position.</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<p><b><u>People and Communities</u></b></p> <p>Working with local communities in East Cambridgeshire to develop our Happy Home model and looking to roll-out wider including Peterborough.</p>	<p><b><u>Place and Economy</u></b></p> <p>Ensure, through ongoing training, that staff remain E&amp;D aware and that they give consideration to when an application or enforcement case requires it.</p> <p><b><u>People and Communities</u></b></p> <p>Annual service user survey is undertaken and used to inform work priorities, as outlined in 13.1.</p> <p>Partnership Boards and Adult Social Care Forum as above in 13.1</p> <p>Human Rights Act assessments are undertaken as appropriate training is provided.</p> <p>Annual reports and thematic reports are presented to Adult and Health scrutiny / Health and social care committee for scrutiny and challenge. Including annual complaints report and self-assessment report.</p>	

<b>Diverse and Engaged Workforce</b>		
<b>Workforce Diversity</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<p>15.1 The organisation understands its local labour market and has mechanisms in place to monitor its workforce against protected characteristics.</p>	<p>15.2 The organisation can demonstrate movement towards greater diversity in its workforce profile compared with previous years, including increasing the levels of previously under- represented groups at all levels of the organisation.</p>	<p>15.3 The organisation actively ensures that the profile of its workforce (including the profile of major providers of commissioned services) broadly reflects the community it serves/local labour market.</p>
<b>Criteria</b>		
<p>The organisation is clear about its local labour market.</p> <p>It has begun to identify the steps it needs to take to achieve a diverse workforce. These are reflected in recruitment policies and procedures.</p> <p>The progress of protected groups through the organisational hierarchy is monitored.</p> <p>Equality mapping data is used as part of the analysis</p> <p>Recruitment and selection is monitored at all stages of the process by protected characteristics</p>	<p>Where there is evidence of disproportionality, action is being taken to reverse the trends.</p> <p>Succession plans and recruitment processes address under-representation.</p> <p>Specific and measurable employment targets been set to improve workforce diversity.</p> <p>Selection panels are trained in Unconscious Bias. This includes senior recruitment panels where Members are involved.</p>	<p>There are appropriate examples of positive action to improve diversity.</p> <p>There is evidence that the workforce profile at all levels broadly matches the local labour market/community profile. This is continually monitored.</p> <p>There are reasonable explanations for gaps (e.g., the community profile is constantly changing or largely retired population) and what the organisation is doing about it.</p> <p>Good use is made of flexible working arrangements and career pathway initiatives to address potential barriers and under representation.</p>

**Diverse and Engaged Workforce**

**Workforce Diversity: Please indicate where you think the Council is and say why, including your observations about what we could do to improve our position.**

Developing	Achieving	Excellent
<p><b><u>HR</u></b>                      We measure our equality data on an annual basis with the data from the District and will compare with Census data from 2021 when available.                      Through our equality monitoring and benchmarking against the District data, we understand that our workforce does not truly reflect the population of Peterborough with ethnicity. We are exploring how we can engage with and attract candidates from our communities by engaging with local community groups and delivering a recruitment plan that will deliver greater diversity.                      We do not carry out this monitoring, however, we shall be implementing succession planning which will provide better data to enable us to monitor the progression of protected groups.                      We monitor success rates of job applicants, internal and external on an annual basis only, we do not monitor by protected characteristics at all stages.</p> <p><b><u>Public Health</u></b>                      Recruitment could be strengthened to demonstrate how the Council is conscious of and serious about addressing inequalities in health and wellbeing – in the community and how it has clear offers of support and training for the workforce to facilitate and encourage applicants from diverse backgrounds.</p> <p>More training on compassion and mental wellbeing could be considered.</p>	<p><b><u>Place and Economy</u></b>                      The corporate recruitment process ensures that shortlisting is carried out blind so that the characteristics of applicants is unknown.</p>	

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<b>Diverse and Engaged Workforce</b>		
<b>Inclusive Strategies and Policies</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<p>16.1 The organisation’s workforce strategies and policies include equality considerations and objectives.</p>	<p>16.2 The equality objectives contained within the workforce strategies are implemented and monitored.</p>	<p>16.3 Prioritised equality outcomes for the whole workforce are being achieved.</p>
<b>Criteria</b>		
<p>All employment policies and procedures comply with equality legislation and employment codes of practice The organisation’s workforce strategy identifies equality issues. Targets and objectives are based on internal monitoring, staff consultation and the assessment of the local labour market and barriers to employment. New/changing employment policies and procedures are assessed for their impact on people with protected characteristics.</p> <p>All employment and training related policies are regularly reviewed.</p> <p>The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees.</p> <p>A range of inclusive structures are in place to engage and involve staff.</p>	<p>The organisation has a basic set of policies and practices to enhance workforce equality and diversity including reasonable adjustments, equal pay, flexible working and family friendly policies.</p> <p>The equality aspects of the organisation’s workforce strategy are being implemented and tracked.</p> <p>When necessary, changes have been made as a result of equality analysis findings.</p> <p>Managers apply policies and practices across the authority in a consistent manner for all staff.</p> <p>Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved.</p> <p>The training and development offer supports a wider equalities agenda for the organisation.</p> <p>Training courses and development interventions are meeting the needs of</p>	<p>The organisation has an excellent set of policies and procedures in place which are actively promoted to staff from all protected groups and used by managers to promote equality.</p> <p>Strategic, innovative and holistic approaches have been considered to improve outcomes.</p> <p>Staff are involved in developing and monitoring these policies.</p> <p>Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices. The organisation compares well with others.</p> <p>Outcomes are communicated to staff with protected characteristics.</p> <p>The organisation has high satisfaction levels across all staff groups in respect of staff engagement.</p> <p>Training and development strategies are proven to be making a significant difference to the wider equality agenda for employees and for workforce diversity.</p>

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	different groups and are making a difference in getting underrepresented groups of staff up the leadership ladder.	
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<b>Diverse and Engaged Workforce</b>		
<b>Inclusive strategies and policies: Please indicate where you think the Council is and say why, including your observations about what we could do to improve our position.</b>		
Developing	Achieving	Excellent
	<p><b><u>Place and Economy</u></b> Staff undergo E&amp;D awareness training including the importance of its consideration in relation to certain types of planning application /enforcement cases.</p> <p><b><u>HR</u></b> The council has a comprehensive set of policies to enhance workforce equality and diversity including reasonable adjustments, equal pay, flexible working and family friendly policies which are reviewed annually or when a legislative change has occurred. Policies include:</p> <ul style="list-style-type: none"> <li>• Adoption and Maternity Policies</li> <li>• Equality and Diversity Policy</li> <li>• Respect at Work Policy</li> <li>• Religious Diversity at Work</li> <li>• Ways of Working Policy – details how to make a flexible working request and the different ways of working</li> </ul> <p>Equality Impact Assessments are carried out on new policies and on those that have extensive changes made to them.</p> <p>We monitor on an annual basis our employee equality data and carry out regular Staff Engagement Surveys which both help inform our Equalities and People strategies and policies.</p> <p>From our engagement surveys, we commit to action plans, publish these plans and results of the surveys.</p> <p>The annual Equality Data Report is available to all staff and the public.</p>	

	<p>During any transformation project, staff and unions are fully consulted and canvassed for ideas.</p> <p>Union Representatives are also involved in all policy development and ideas sought for improvements.</p> <p>We run the following Equality training:</p> <ul style="list-style-type: none"><li>• Cultural competence and Inclusive leadership workshops (for ASC/CSC)</li><li>• Equality Act 2010,</li><li>• Equality in the workplace,</li><li>• Equality impact assessments</li><li>• Disability and Discrimination,</li><li>• Trans Awareness</li><li>• LGBTQI.</li></ul> <p>We are further developing manager specific learning to make sure that managers fully understand their equalities responsibilities and are confident to act on them.</p> <p>We are promoting access to learning and development programmes such as the Skills for Care Moving Up programme which is aimed at Black, Asian and minority ethnic managers/leaders who wish to progress in their career.</p>	
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<b>Diverse and Engaged Workforce</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<b>Collecting, Analysing and Publishing Workforce Data</b>		
<p><b>17.1</b> Systems are in place to collect and analyse employment data across a range of practices (recruitment, training, leavers, grievance and disciplinaries etc).</p>	<p><b>17.2</b> The organisation regularly monitors, analyses and publishes employment data in accordance with its statutory duties.</p>	<p><b>17.3</b> The authority has a robust and comprehensive set of employment data and uses this to inform its workforce strategy and management practice.</p>
<b>Criteria</b>		
<p>The organisation reports annually on its Gender Pay Gap.</p> <p>People are encouraged to provide data and there are initiatives in place to increase the disclosure of equality information by staff.</p> <p>Diversity monitoring information is separated from recruitment decisions and held securely.</p> <p>GDPR processes are in place and regulations are being met.</p>	<p>Data on applicants, people shortlisted, and the composition of the workforce is systematically collected. This can be disaggregated by the protected characteristics.</p> <p>The organisation’s Gender Pay Gap is reducing, and it is addressing any race pay gap.</p> <p>There is evidence that workforce data is analysed and reported to senior leaders regularly.</p> <p>Workforce information is published to cover basic legal requirements and includes analysis of pay/job evaluation outcomes.</p> <p>There is evidence that the organisation is actively working on reducing its Gender Pay Gap.</p> <p>Action has been taken as a result of monitoring, trends are being identified and used to help establish objectives.</p>	<p>Workforce data includes a wide range of information and protected characteristic profiles including pay levels, training opportunities, appraisal ratings.</p> <p>The organisation considers pay gaps across other areas of inequality such as religion and belief/ race- ethnicity/ age, disability etc.</p> <p>The organisation understand the effects of employment policy and practice on its workforce.</p> <p>The organisation has sufficient information about staff to inform robust equality analysis.</p> <p>The workforce profile is updated regularly.</p> <p>Data is looked at organisationally and service by service.</p> <p>It is possible to analyse data by all the protected characteristics.</p>

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**Diverse and Engaged Workforce**

**Collecting, analysing and publishing workforce data: Please indicate where you think the Council is and say why, including your observations about what we could do to improve our position.**

<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<p><b><u>Business Intelligence</u></b></p> <p>The Council reports annually on Gender pay Gap as required statutorily.</p> <p>The HR system Resource Link is being updated and the new system will improve the ability of staff and managers to self-serve data and information. This will provide a platform for increasing the collection of equalities information such as religion, ethnicity etc.</p> <p>GDPR and data protection processes are compliant with statutory requirements.</p>	<p><b><u>HR</u></b></p> <p>We monitor equality data and the success rates of job applicants, internal and external on an annual basis. This is broken down by gender, ethnicity and disability.</p> <p>We measure our equality data on an annual basis with the data from the District and will compare with Census data from 2021 when available. This is published on the Council website, intranet and circulated to senior management.</p> <p>We have worked with our Business Intelligence Team to create a comprehensive HR Workforce Dashboard, which is shared in Department Management Meetings, although this is limited due to continued data issues.</p> <p>The Council’s mean and median gender pay gaps are well below the national public sector average and the mean has reduced slightly over the previous 12 months, and significantly since data was first collected in 2017. However, the median has increased in the last 12 months, but is still lower than in 2017. This is due to an increase in the numbers of females in the two bottom quartiles, and an increase in the total numbers of females in the workforce. We will include in our People Strategy an action plan to address any potential areas of inequality.</p> <p><b><u>Business Intelligence</u></b></p>	<p><b><u>Business Intelligence</u></b></p> <p>The Council publishes a comprehensive annual report into equality and diversity in its workforce (available at <a href="https://www.peterborough.gov.uk/council/strategies-policies-and-plans/council-strategies/equality-and-diversity">https://www.peterborough.gov.uk/council/strategies-policies-and-plans/council-strategies/equality-and-diversity</a>). This includes breakdowns across all protected characteristics and details the extent to which data is collected. Where data is not collected (e.g., sexual orientation) the report estimates the impact for PCC staff.</p> <p>This report considers grade, pay gaps, employment status, turnover, disciplinary cases, leavers / redundancies / retirement.</p> <p>This assists the Council in having a very good understanding of its workforce profile.</p> <p>The council aims to have a workforce that reflects the community it serves and to be an “employer of choice”. Further initiatives such as positive discrimination will be considered to ensure that the council meets this goal. Information provided in this report both assists the council in Equality Impact Assessments and provides data for others to review and measure the performance of the council.</p>

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	<p>Workforce equalities information is included in the system and analysed and available for self-service in Power BI by the HR team, by directorate, sub-directorate, service and team. Data includes gender, disability, age, ethnicity, religion.</p> <p>This dashboard and associated dashboards are relatively new for the HR Team and so processes for frequent reporting to senior leadership are still developing.</p> <p>The Council is compliant with statutory obligations on publishing workforce equality information.</p> <p>See the annual report for information about actions the Council is taking to reduce Gender Pay Gap.</p>	
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<b>Diverse and Engaged Workforce</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<b>Learning and Development</b>		
<p>18.1 The organisation carries out regular assessments of the training and learning and development needs required to ensure its councillors and officers are equipped to understand their equality duties and take action to deliver equality outcomes.</p>	<p>18.2 The organisation provides a range of accessible learning and development opportunities to support councillors and officers in achieving equality objectives and outcomes.</p>	<p>18.3 Decision makers understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.</p>
<p>Criteria</p> <p>An assessment has been made as to what equality-related training, learning or development is required.</p> <p>Appropriate behavioural competencies have been identified for the workforce.</p> <p>The learning and development plan/strategy take account of equality issues.</p> <p>Induction training for new Members includes equality and all Members are offered Equality training.</p> <p>Appraisal processes ensure staff and managers are aware of their equality-related responsibilities and accountabilities.</p>	<p>Equality and diversity forms part of the training and development for key decision makers.</p> <p>There is evidence that equality issues are mainstreamed into all training (e.g., training on customer care.</p> <p>Employees are confident that they can deliver services to diverse customers. They are made aware of equality objectives or any changes or improvements.</p> <p>Different methods are used to promote learning to a wide audience (e.g., standard courses, coaching, mentoring)?</p> <p>Management and individual appraisals include specific equality objectives for the service area.</p>	<p>Managers and staff are accountable for ensuring equality outcomes. They can give examples of improved equality outcomes they have contributed to.</p> <p>Good performance is recognised in the appraisal process and more generally.</p> <p>Issues relating to protected characteristics and equality practice are challenged confidently and effectively by managers.</p> <p>Staff feel their skills have improved and that they are able to relate effectively with a range of clients.</p> <p>Staff can answer questions about the council's equality priorities.</p> <p>Feedback from service users in protected groups is positive about the skills of staff in dealing with their issues.</p>

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**Diverse and Engaged Workforce**

**Learning and Development: Please indicate where you think the Council is and say why, including your observations about what we could do to improve our position.**

Developing	Achieving	Excellent
<p><b><u>Place and Economy</u></b></p> <p>E&amp;D training content will need to evolve and change as national and corporate understandings change and evolve.</p>	<p><b><u>HR</u></b></p> <p>We provide the following Equality &amp; Diversity training:</p> <p>Face to Face/Online</p> <ul style="list-style-type: none"> <li>• Cultural competence and Inclusive leadership workshops (for ASC/CSC)</li> </ul> <p>Digital/e-learning</p> <ul style="list-style-type: none"> <li>• Equality Act 2010,</li> <li>• Equality in the workplace,</li> <li>• Unconscious Bias</li> <li>• Equality impact assessments</li> <li>• Disability and Discrimination,</li> <li>• Trans Awareness</li> <li>• LGBTQI Awareness</li> </ul> <p>We are further developing manager specific learning to make sure that managers fully understand their equalities responsibilities and are confident to act on them.</p> <p>We have recently introduced a new performance management process, called Our Conversations, which has a Corporate equality objective for all staff:</p> <p>PCC is a place where everyone feels valued and accepted. We are an inclusive organisation with a diverse workforce, creating a positive and beneficial working environment for all that we do and, in turn, enabling us to better serve and represent our communities. We will work together to identify and remove barriers to inclusion and to enable an environment where everyone feels able to bring their whole self and be their best at work.</p>	

<b>Diverse and Engaged Workforce</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<b>Health and Wellbeing</b>		
<p>18.1 The organisation has begun to consider how it can address the key employee health and wellbeing issues.</p>	<p>18.2 The organisation promotes the health and well-being of staff in its workforce and other policies.</p>	<p>18.3 There is a positive health and wellbeing culture throughout all levels and areas of the service.</p>
<b>Criteria</b>		
<p>The organisation uses workforce data and other information from staff to determine what its health and wellbeing priorities are.</p> <p>The organisation has assessed all aspects of the working environment to ensure that the needs of all its employees are met.</p> <p>A range of inclusive mechanisms are in place to engage and involve staff.</p> <p>Policies and systems are in place to identify, prevent and deal effectively with harassment and bullying at work.</p> <p>The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it.</p> <p>Occupational health services are provided.</p> <p>The organisation has started to address mental health issues in the workplace.</p>	<p>There is a coherent Health and Wellbeing Strategy that addresses a range of related issues.</p> <p>Improvements have been made to the working environment.</p> <p>Staff are engaged positively in employment and service transformation and in developing new roles and ways of working.</p> <p>Reasonable Adjustments are provided in a timely fashion consistently across the organisation.</p> <p>Occupational health works closely with HR to identify and address absence trends.</p> <p>Managers have received training on mental health awareness and say they are equipped to address staff issues.</p> <p>Harassment and bullying incidents are monitored and analysed regularly.</p> <p>Appropriate action is taken to address the issues that have been identified.</p>	<p>Approaches to health and wellbeing are innovative.</p> <p>The organisation has adopted the Social model of disability.</p> <p>There have been significant outcomes in the health and wellbeing of all staff including those with protected characteristics.</p> <p>There are high satisfaction levels with the working environment across all staff groups particularly those with protected characteristics.</p> <p>The organisation has high satisfaction levels across all staff groups in respect of staff engagement.</p> <p>Harassment and bullying at work is dealt with effectively and staff say that they are treated with dignity and respect.</p>

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<b>Diverse and Engaged Workforce</b>		
<b>Health and Wellbeing: Please indicate where you think the Council is and say why, including your observations about what we could do to improve our position.</b>		
<b>Developing</b>	<b>Achieving</b>	<b>Excellent</b>
<p><b><u>Internal Comms</u></b>  <u>Wellbeing Microsoft Teams channel</u>                      The Council has created a Microsoft Teams channel for all staff – a dedicated discussion forum for wellbeing matters. Staff will be welcomed to share thoughts, suggestions, and reviews about the Council’s approach to wellbeing support. The wellbeing group will promote the channel and invite people to join.</p> <p><b><u>Place and Economy</u></b>                      With the pandemic the issue has a higher priority and there are a range of support materials and support available to staff. With small teams and tight budgets, the impact of staff with H&amp;W issues can quickly impact on service delivery.                      The tight resourcing of services is putting increasing stress on staff and puts service manager in a challenging position balancing H&amp;W and the service to the desired standard.</p> <p><b><u>HR</u></b>                      The Health &amp; Wellbeing group work with public health to strategically address a range of issues, however, there is not a coherent Health and Wellbeing Strategy that addresses a range of related issues.</p> <p>The organisation continues to assess all areas of the work environment through bespoke and individual risk assessments, including Covid 19, buildings &amp; workstation/environmental.</p> <p>Reasonable adjustments are provided through involvement in Occupational Health services.</p>		<p><b><u>Internal Comms</u></b>  <u>Wellbeing hour</u>                      A monthly wellbeing hour was launched in September 2020 to support staff [many of whom working from home] during the pandemic. So far, 10 online sessions have been delivered, by internal and external guest speakers e.g., Mental Health in the workplace and MIND.</p> <p>Topics are chosen in response to staff requests, current issues in the media and a calendar of celebratory events/days/months. The most popular sessions have seen attendance from 200+ staff, who have joined to hear about anxiety, personal safety, and physical wellbeing to name a few.</p> <p>Feedback from the wellbeing hour has been very positive, an attendee at the personal safety session wrote “I have told my non-Council friends about the tips I have learned” - signaling that the content is worthwhile and far-reaching.</p> <p>We plan to continue delivering quality sessions and topics are scheduled for the remainder of 2021 and beyond.</p> <p><b><u>Wellbeing group</u></b>                      The Council has an established wellbeing group that brings together internal expertise from Public Health, Human Resources, Health and Safety and Communications. The group manages the wellbeing offering, ensuring that activities, content and support available meets the needs of staff.</p> <p>It takes a hands-on approach to running the monthly wellbeing hour, coordinating the</p>

<p>Occupational health works closely with HR to identify and address absence trends, through monitoring the number &amp; frequency of referrals from the business areas.</p> <p>Mental Health Awareness training is provided to all staff and Managers receive additional training on having ‘Mental health conversations’ equipping them with the knowledge, tools and confidence to support Staff.</p> <p>We are providing training to increase the number of Mental Health First Aiders within the Council.</p> <p>All employees are invited to attend themed Equality, Diversity and Inclusion (EDI) Conversations which are held monthly online.</p>		<p>mental health first aiders, producing blog content and manages relationships with support services.</p> <p>There are opportunities to expand the wellbeing offering in the future, but we are very pleased with all we have achieved, building it from the ground up in the last year.</p> <p><u>Wellbeing portal on the intranet</u> The Council’s intranet hosts a thoughtful, content-rich wellbeing portal. Here, staff can seek information about emergency support, book onto the wellbeing hour, read the blog and explore training sessions.</p> <p><u>Wellbeing blog</u> The wellbeing group produces a weekly blog packed full of useful content, in response to new services, seasonal trends and current news. It signposts staff to further resources, where to get help and relevant training courses. Recent topics have included ‘Meet your mental health first aiders’, ‘Managing feelings of anxiety as lockdown eases’ and ‘Gardening: why it’s good for you physical and mental wellbeing’. Blog posts regularly receive more than 200-400+ views.</p> <p><u>Engagement survey</u> In November 2020, the Council ran an engagement survey asking staff what can be done to better support health and wellbeing within the organisation. More than 1,000 staff responded giving valuable insight to current wellbeing across the organisation. A review of results and action plan has been published on the intranet and circulated to staff via email.</p> <p><u>Mental health first aiders [MHFAs]</u> The Council has mental health first aiders on hand to help anyone struggling. There are 25 mental health first aiders across 16 teams at the Council, who are trained to spot, engage</p>
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