

## Cambridgeshire and Peterborough Region of Learning (ESF project)

### Equality & Diversity Implementation Plan

#### SMART aims / objectives

The following table sets out Cambridge City Council's approach to Equality and Diversity in relation to the Region of Learning project, using SMART (specific, measurable, achievable, relevant, and time-based) objectives:

	<b>Objective: what do we want to achieve?</b>	<b>Specific: who, why, where, when?</b>	<b>Measurable: how much/often/many?</b>	<b>Achievable: how will this be achieved (actions)</b>	<b>Relevant</b>	<b>Time</b>
<b>1</b>	Ensure the project is recruiting participants with protected characteristics/or characteristics relevant to the ESF target cohorts	<ul style="list-style-type: none"> <li>• Who: the Project Manager will be responsible for analysing participant data against target/s</li> <li>• Why: to ensure the Region of Learning project promotes equality and is providing equal opportunities to join and benefit from the initiative</li> <li>• When: monthly review of participant recruitment data over the project duration</li> </ul>	ESF targets by relevance and/or protected characteristic: <ul style="list-style-type: none"> <li>• Ethnic minorities (204, 19.1%)</li> <li>• Gender – male (586, 54.7%)</li> <li>• Gender – female (484, 45.3%)</li> <li>• Disabled (165, 15.4%)</li> <li>• Without basic skills (190, 17.8%)</li> <li>• Single parents (85, 7.9%)</li> <li>• Unemployed (680, 63.6%)</li> <li>• Economically inactive (390, 36.4%)</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of data against targets</li> <li>• Clear communication to delivery partners and referral partners if specific participant groups are underrepresented</li> <li>• Targeted action plan with referral/delivery/project partners to improve take-up of target groups</li> <li>• Targeted marketing and comms</li> </ul>	The project is targeting specific groups who face greater barriers to skills and employment.	<ul style="list-style-type: none"> <li>• Participant recruitment will be reviewed at the end of each month from April 2021 through to December 2023</li> <li>• Quarterly progress reports submitted to Project Board</li> </ul>

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2	Monitor project performance /underperformance (with participants)	<ul style="list-style-type: none"> <li>• Who: the Project Manager will be responsible for analysing participant engagement/drop off in attendance with the project data against target/s.</li> <li>• Why: to ensure the Region of Learning project promotes equality and is providing equal opportunities to join and benefit from the initiative</li> <li>• When: monthly review of participant engagement data over the project duration</li> <li>• Where: members of delivery team attend participant sessions/activities to ensure quality of provision</li> </ul>	<ul style="list-style-type: none"> <li>• Project delivery partners will be responsible for submitting monthly updates/evidence on participation</li> <li>• Contact any participants who have failed to engage, to explore why, and if additional support can be offered as soon as possible (within one week of receiving notification of failure to attend)</li> <li>• If a complaint has been made, to follow up with the delivery/project/referral partner as soon as it is received from the participant</li> <li>• Issue surveys to participants each quarter/bi-annually (depending on their level of engagement with the project) which includes E&amp;D themed questions</li> <li>• Run a 6 monthly focus/support group where equality and diversity is a topic of discussion</li> </ul>	<ul style="list-style-type: none"> <li>• Provide a feedback mechanism for participants where they can immediately report any specific issues/concerns they may have (contact telephone, email address, forum)</li> <li>• Issue surveys to participants at specific intervals which includes questions relating to equality and diversity</li> <li>• Review survey results</li> <li>• Review feedback from focus/support group sessions</li> <li>• Include as part of the project Equality Impact Assessment (EqA) monitoring of progress, the EqIA assessment will demonstrate we have paid due regard to the public sector equality duty in carrying out the project</li> <li>• Develop action plan to address any issues identified</li> <li>• The Region of Learning EqIA will be the mechanism through which we shall monitor the project's performance on an annual basis and identify if we need to undertake further action to ensure the project adequately supports and is targeted at young people from different protected characteristic groups who are more likely to</li> </ul>	Participants should feel welcomed and safe, and have a quality and positive experience, regardless of disability, gender reassignment, marriage/civil partnership, pregnancy/maternity, race, religion or belief, sex or sexual orientation	<ul style="list-style-type: none"> <li>• Participant engagement will be reviewed at the end of each month from April 2021 through to December 2023</li> <li>• Quarterly progress reports submitted to Project Board</li> </ul>

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				<p>experience inequality of access to learning, skills, and employment opportunities.</p> <ul style="list-style-type: none"> <li>• Following the project's first year, we will take the project to the Council Equalities Panel to review our Equality Impact Assessment. The Equalities Panel is an independent body that supports the Council's decision-making process. The role of the Panel is to discuss the Council's equalities progress and support Council-led initiatives that play a leading role in the promotion of equalities and diversity.</li> </ul>		
<b>3</b>	Monitor project performance /underperformance (of partners/ providers)	<ul style="list-style-type: none"> <li>• Who: members of delivery team attend participant sessions/ activities</li> <li>• Why: ensure that provision and delivery methods and approaches adhere to the principles set out in the Cambridge City Council E&amp;D policies, and Region of Learning addendum</li> <li>• Where: joining interactive sessions whether delivered online or face-to-face to ensure provision meets E&amp;D expected standards</li> </ul>	<ul style="list-style-type: none"> <li>• Attend/observe a minimum of 2 sessions per month per delivery provider</li> </ul>	<ul style="list-style-type: none"> <li>• Arrange in advance with the delivery provider</li> <li>• Ensure the delivery provider understands why we are observing</li> <li>• Ensure any E&amp;D issues observed are recorded in writing by the delivery team member</li> <li>• Any E&amp;D issues are raised following the session directly with the provider to resolve them as quickly as possible</li> <li>• The Region of Learning EqIA will be the mechanism through which we shall monitor the project's performance on an annual basis and identify if we need to undertake further action</li> </ul>	Partners and providers have a responsibility, to promote equality in line with the Equality Act 2021.	<ul style="list-style-type: none"> <li>• Observation of sessions/delivery by partners will be determined by spread across the duration of the Annual EqIA review</li> </ul>

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				to ensure the project adequately supports and is targeted at young people from different protected characteristic groups who are more likely to experience inequality of access to learning, skills, and employment opportunities.		
4	Ensure Region of Learning staff receive equality training	<ul style="list-style-type: none"> <li>• Who: all Cambridge City Council staff who are part of the delivery team</li> <li>• Why: it is compulsory for all new members of staff to attend Equality, Diversity and Disability Awareness training to ensure they are aware of their obligations relating to the Equality Act 2010</li> <li>• Where: these sessions are currently delivered as live interactive sessions online.</li> <li>• When: training is part of our staff corporate induction programme and takes place as soon as possible following their position start date</li> </ul>	<ul style="list-style-type: none"> <li>• The compulsory training takes place once a month throughout the year, and staff will be booked onto sessions as close as possible to their start date</li> <li>• Additional Equality and Diversity Training takes place less frequently throughout the year as part of the Council's Learning and Development offer</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance at the Equality, Diversity and Disability Awareness Training</li> <li>• As part of the Cambridgeshire and Peterborough Region of Learning Equality Impact Assessment (EqIA), all members of staff working directly on this project will also attend a yearly refresher Equality and Diversity and Disability Awareness course. The Project Manager responsible for completing the EqIA will have attended the EqIA training.</li> <li>• Optional attendance where relevant to the staff member include training in EqIA; Roma and Traveller Cultural Awareness; Mental Health Awareness; Mental Health First Response; Safer Spaces (identifying and addressing discrimination and hate crime aimed at LGBTQ+ people); Transgender Awareness; domestic abuse; safeguarding;</li> </ul>	This is compulsory training and part of the Council's corporate induction and commitment to Equality and Diversity within the organisation	<ul style="list-style-type: none"> <li>• The first available training date following their recruitment/start date</li> </ul>

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				Bullying & Harassment; and Unconscious Bias.		
5	Embed equality in personal development and the staff appraisal process	<ul style="list-style-type: none"> <li>Why: to actively promote and build a culture of equality &amp; diversity within the council through <a href="#">our vision</a> and values as well as employee training and development detailed above.</li> <li>Who: the Project Manager will be responsible for conducting staff reviews.</li> <li>Where: conducted at our offices at Mandela House, Cambridge or online via MS Teams</li> </ul>	<ul style="list-style-type: none"> <li>Staff undergo a performance review every six months.</li> <li>All staff have weekly one-to-one meetings where any issues can also be addressed on an ongoing basis</li> </ul>	<ul style="list-style-type: none"> <li>By monitoring if staff achieve key competencies and behaviours during their performance review: <ul style="list-style-type: none"> <li>Actively promotes a culture that values equality and diversity within the team, organisation and the city.</li> <li>Fosters a culture that values and respects equality and values diversity and promotes inclusion within the team and organisation.</li> </ul> </li> <li>For the Project Manager, this will also include the following additional competencies: <ul style="list-style-type: none"> <li>Recognises and celebrates the diversity of our city and value individual differences.</li> <li>Takes into account equality and diversity and potential positive and negative impact when making decisions. Uses EQIA's to deliver better services.</li> </ul> </li> <li>If a member of staff does not meet the above competencies, they will be referred to the relevant E&amp;D training course/s</li> </ul>	Ensures Equality and Diversity is embedded into all working practices across the Council, and the Region of Learning project	<ul style="list-style-type: none"> <li>Once every six months, with end of year review taking place during Feb/March, and mid-year review in October</li> </ul>
6	Communication of our Equality and Diversity policies (including the Region of Learning policy	<ul style="list-style-type: none"> <li>Who: the Project Manager will be responsible for ensuring the policies are</li> </ul>	<ul style="list-style-type: none"> <li>The links to policies and plans, and any subsequent revised copies or updated</li> </ul>	<ul style="list-style-type: none"> <li>Cambridge City Council public facing website: we will create a webpage at <a href="http://www.cambridge.gov.uk">www.cambridge.gov.uk</a> that is specific to the Cambridgeshire</li> </ul>	We have a responsibility to staff and participants alike to make as accessible as possible all policies	Not time bound

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	addendum) and implementation plan to staff and participants	<p>made accessible, visible and adequately signposted</p> <ul style="list-style-type: none"> <li>• Why: to ensure all staff and participants understand how the Region of Learning project supports ESF Equality and Diversity criteria, and how this and City Council policy is embedded within the project</li> <li>• Where: Cambridge City Council website, CityNet staff web portal, Region of Learning app, Region of Learning website</li> </ul>	versions will be permanently available.	<p>and Peterborough Region of Learning project, which will contain download links to our Equality and Diversity policies, the Region of Learning policy addendum, and implementation plan. The webpage will also state that any individual can have a copy of these policies or plans sent to them by post.</p> <ul style="list-style-type: none"> <li>• Cambridge City Council staff intranet: we will make sure that any policies, addendum and implementation plan can be accessed by staff through our staff portal, CityNet <a href="https://citynet.cambridge.gov.uk">https://citynet.cambridge.gov.uk</a> under 'Community Services'</li> <li>• The Region of Learning Equality and Diversity addendum and Implementation Plan will form part of the staff recruitment process, and the documents made available when the individual staff roles are advertised publicly.</li> <li>• Participants will be able to access and download the Cambridge City Council Equality and Diversity policies, addendum, and implementation plan, via the Region of Learning website and mobile digital app. The website and mobile digital app will also state that any individual can have a copy of</li> </ul>	and plans that reflect our approach to ensuring Equality and Diversity good practice	

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				<p>these policies or plans sent to them by post.</p> <ul style="list-style-type: none"> <li>Respond to requests for materials to be made available in alternative formats</li> </ul>		
7	Monitor staff equality characteristics and review arrangements	<ul style="list-style-type: none"> <li>Who: Cambridge City Council Human Resources Department</li> <li>Why: ensure that our employment and procurement policies are non-discriminatory and work toward a more representative workforce.</li> <li>When: a yearly review of staff is conducted by Human Resources</li> </ul>	Annual	<ul style="list-style-type: none"> <li>Production of a yearly 'Equality in Employment' report, reviewed by the Council's Equalities Panel. The Equalities Panel is an independent body that supports the Council's decision-making process. The role of the Panel is to discuss the Council's equalities progress and support Council-led initiatives that play a leading role in the promotion of equalities and diversity.</li> </ul>	We want our organisation to be as reflective as the wider population as possible	Annual report
8	Ensure single parents with childcare requirements are supported to take part	<ul style="list-style-type: none"> <li>Who: project delivery partners</li> <li>Why: so that young single parents with dependent children are not discriminated against due to childcare requirements</li> </ul>	When required.	<ul style="list-style-type: none"> <li>We will provide support to cover childcare costs where the delivery of training, guidance, skills requires dedicated childcare</li> <li>The participant will need to provide details of their chosen carer who must have a childcare qualification/be registered to provide childcare</li> </ul>	Single parents are entitled to participate and have the same opportunities as any participant with the Region of Learning project	On a rolling basis for the duration of the project

#### Actions taken to ensure Region of Learning staff receive equality training

When staff begin their role at Cambridge City Council, it is compulsory for all new members of staff to attend Equality, Diversity and Disability Awareness training as part of their corporate induction. As part of the Cambridgeshire and Peterborough Region of Learning Equality Impact Assessment (EqIA), all members of staff working directly on this project will also attend a yearly refresher course. The council also runs additional training relating to equality that any member of staff can attend if they choose to: Equality

Impact Assessment training; Gypsy, Roma and Traveller Cultural Awareness; Mental Health Awareness; Mental Health First Response; Safer Spaces (identifying and addressing discrimination and hate crime aimed at LGBTQ+ people); Transgender Awareness. The council also provides training relating to domestic abuse, adult and child safeguarding awareness, and has e-learning covering areas such as Bullying & Harassment and Unconscious Bias.

### **Actions taken to embed equality in personal development and the staff appraisal process**

Cambridge City Council actively promotes and builds a culture of equality & diversity within the council through [our vision](#) and values as well as employee training and development detailed above.

Staff undergo a performance review every six months. There are a number of key competencies that the performance review addresses – separate competencies for managers and leaders, and for all other staff.

The Customer and Community Focus competency involves the following behaviours for managers and leaders:

- Recognises and celebrates the diversity of our city and value individual differences.
- Takes into account equality and diversity and potential positive and negative impact when making decisions. Uses EQIA's to deliver better services.
- Actively promotes a culture that values equality and diversity within the team, organisation, and the city.
- Fosters a culture that values and respects equality and values diversity and promotes inclusion within the team and organisation.

The Customer and Community Focus competency involves the following behaviours for all other staff members:

- Actively promotes a culture that values equality and diversity within the team, organisation, and the city.
- Recognises and celebrates the diversity of our city and values individual differences.

### **Communication of our Equality and Diversity policies (including the Region of Learning policy addendum) and implementation plan to staff and participants**

These policies will be made available using the following sources/methods:

- Cambridge City Council public facing website: we will create a webpage at [www.cambridge.gov.uk](http://www.cambridge.gov.uk) that is specific to the Cambridgeshire and Peterborough Region of Learning project, which will contain download links to our Equality and Diversity policies, the Region of Learning policy addendum, and implementation plan. The webpage will also state that any individual can have a copy of these policies or plans sent to them by post.
- Cambridge City Council staff intranet: we will make sure that any policies, addendum and implementation plan can be accessed by staff through our staff portal, CityNet <https://citynet.cambridge.gov.uk> under 'Community Services'
- The Region of Learning Equality and Diversity addendum and Implementation Plan will form part of the staff recruitment process, and the documents made available when the individual staff roles are advertised publicly.
- Participants will be able to access and download the Cambridge City Council Equality and Diversity policies, addendum, and implementation plan, via the Region of Learning website and mobile digital app. The website and mobile digital app will also state that any individual can have a copy of these policies or plans sent to them by post.



### **Actions to monitor staff equality characteristics and review arrangements**

An annual 'Equality in Employment' report is produced that provides in-depth feedback on progress related to employment for one of five objectives of the 'Single Equality Scheme 2018-2021': "To ensure that the City Council's employment and procurement policies and practices are non-discriminatory and to work towards a more representative workforce within the City Council". The report provides information on workforce representation relating to age, disability, ethnicity, religion or belief, sex, and sexual orientation. This report is taken to the Equalities Panel each year, which is an independent body that supports the Council's decision-making process. The role of the Panel is to discuss the Council's equalities progress and support Council-led initiatives that play a leading role in the promotion of equalities and diversity. For more details on the Panel, see: <https://democracy.cambridge.gov.uk/mgCommitteeDetails.aspx?ID=185>. To access the Equality in Employment reports, see: <https://www.cambridge.gov.uk/our-equality-and-diversity-performance>.

### **Actions taken to monitor project performance/underperformance**

Cambridge City Council undertakes Equality Impact Assessments (EqIA) on projects, plans and procedures to:

- Reality check policies and services with people affected by them
- Understand the needs and aspirations of the diverse communities we serve
- Identify how functions and policies might affect people differently
- Identify if we are excluding any groups from our services
- Identify direct/ indirect discrimination
- Target resources more effectively

This will be the mechanism through which we shall monitor the project's performance on an annual basis and identify if we need to undertake further action to ensure the project adequately supports and is targeted at young people from different protected characteristic groups who are more likely to experience inequality of access to learning, skills, and employment opportunities.

### **What action will be taken to set up and implement monitoring and review arrangements for the policy and plan itself?**

The Cambridgeshire and Peterborough Region of Learning Equality and Diversity Policy Addendum will be reviewed in line with Cambridge City Council's current practice of annual reviews. The next review date is 1 July 2021. The Region of Learning implementation plan will be reviewed through Cambridge City Council's Equality Impact Assessment (EqIA) process and action plan, where new equality impacts will be identified throughout the planning, implementation, and delivery phases of the project. This will be done annually, or whenever there is a significant change to a policy or procedure. The EqIA is designed to ensure that any potential negative impacts are mitigated.

This plan has been approved by:



Suzanne Hemingway  
Strategic Director  
Cambridge City Council