



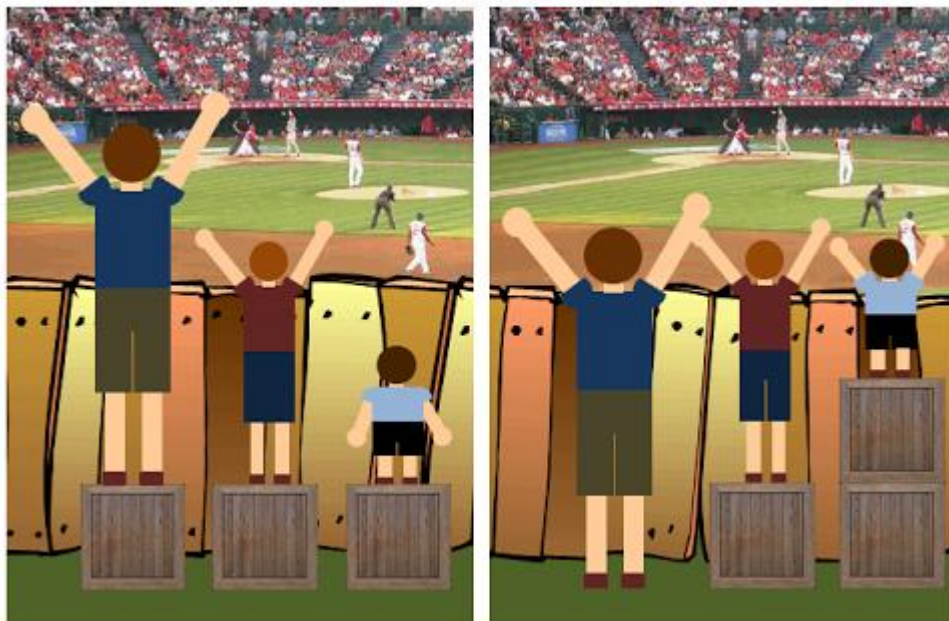
TRAFFORD
COUNCIL



Trafford
Clinical Commissioning Group

Corporate Equality Strategy

2021 to 2025



This strategy can be made available in a range of languages and formats on request, such as Easy Read, Braille, Urdu, Polish etc. As a provider we have a contracted translation and interpretation service available for face-to-face and written communications with our customers.

Foreword by Councillor Jane Slater – Executive Member Health, Wellbeing and Equalities

I am extremely pleased that we are now able to bring forward our joint Equality Strategy for the next four years. Trafford is a diverse and vibrant borough where we celebrate all of our communities. Our workforce should fully reflect our diverse communities to enable us to delivery first class services to residents.

The events of 2020 have driven home the inequality that exists across the country. We want to make Trafford Council and the CCG exemplars of good practice, beacons in these difficult times and service providers that are committed to changing and improving to support all our residents. I look forward to continually reviewing our strategy as it evolves and looking at our progress in 2025.



Councillor Jane Slater

Joint Foreword by Sara Todd – Chief Executive for Trafford Council

and

Martyn Pritchard - Trafford CCG Accountable Officer

It gives us great pleasure to share our Corporate Equality Strategy with our residents, colleagues and partners. Improving equality across everything we do is a key priority for us and the unequal impact of Covid.19 has shone a light on areas where inequalities need to be tackled urgently. At home and abroad, there has been growing recognition that too many people and communities in our society face systemic inequalities that need to be addressed. This, along with the evident disparities in health outcomes for some communities, has reinforced the need for us to work harder to address those inequalities.

As employers, we strive to be inclusive and we are committed to creating an environment that values and respects the diversity and richness that differences bring. By being inclusive, we can then better understand our residents and businesses and, in turn, serve them better.

This strategy outlines the steps we are taking to become more inclusive employers and to deliver high quality services that recognise the different needs of our residents, as well as promoting community cohesion in our diverse neighbourhoods in Trafford. We very much look forward to working with everyone who has a stake in our Borough to bring it to life.



Sara Todd

Trafford Council



Martyn Pritchard

Trafford CCG

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Executive Summary for Corporate Equality Strategy 2021 to 2025

Welcome to our Corporate Equality Strategy for Trafford Council and Trafford Clinical Commissioning Group (CCG).

As two of the largest employers locally, and providers and commissioners of a wide range of services for our residents, Trafford Council and Trafford CCG are committed to challenging inequality, discrimination and disadvantage. We are working hard to ensure that equality and inclusion good practice is implemented and embedded in all areas of our working practices in relation to policies, service delivery, employment, community engagement and partnership working.

The Strategy outlines how we are doing as a Provider, Commissioner, Employer, Regulator and Partner. In particular, our key Equality Objectives are:

- Inclusive and Informed Leadership
- Improving our Workforce Data Collection
- Reducing Health Inequalities
- Reducing Hate Crime.

Our Strategy shows how we are working to meet our Public Duty within the Equality Act 2010 with regard to people in the nine protected characteristics which are: disability, race, age, religion or belief, sex, sexual orientation, gender reassignment, pregnancy and maternity marriage and civil partnership. It is important to note that while we are working to serve our employees and customers/clients within protected characteristics, we are also mindful of the needs of other groups such as: carers, people who are homeless, ex-military personnel, people who live in poverty as well as other non-protected characteristics.

This Strategy should be read in conjunction with the Trafford's Poverty Strategy which specifically focuses on how we are working to mitigate the impact of poverty in Trafford.

We have included a snapshot of the data we hold on our population in relation to our geographical localities i.e. North, South, West and Central Trafford which helps us ensure that our services can be tailored to meet access, cultural and identity needs as required.

We are keen to be accountable and evidence our commitment to promoting equality so we have an Equality Action Plan that supports this Strategy detailing the specific areas where we will endeavour to make significant improvements over the next four years. Below are some of the outcomes which we hope to achieve.

Joint outcomes that the Council and the CCG will aim for as Leaders:

- An accountability framework, so our leaders are aware of their roles and responsibilities around EDHR (Equality, Diversity and Human Rights).
- Senior leaders regularly meet with and support our equality staff groups.

Joint outcomes that the Council and the CCG will aim for Employers:

- Improving the quality of the staff protected characteristic data collected by encouraging staff to update their electronic staff records
- The CCG will support the Council to embed the principles of the mandated and non-mandated NHS equality standards e.g. Workforce Race Equality Standard, Workforce Disability Equality Standard, and the Equality Delivery System.

Health outcomes Trafford Council will aim for:

- To reduce the impact of poor mental health
- To reduce physical inactivity
- To reduce the number of people who smoke or use tobacco
- To reduce harms from alcohol
- To improve cancer prevention and screening.
- To improve healthy weight

Health outcomes Trafford CCG will aim for include:

- We will hold comprehensive and up to date demographic data, from a wide variety of sources, including patient information, to inform the provision of services to the Trafford community
- The CCG will seek assurances from providers, through contract monitoring, that screening, vaccination, health promotions and other commissioned health services benefit all local communities, including people from protected/vulnerable groups.

Outcomes for Reducing Hate Crime that Trafford Council will aim for:

- Keeping People Safe
- Reducing Harm & Offending
- Strengthening Communities & Places

Community Cohesion

Trafford Council and Trafford CCG are committed to promoting community cohesion amongst the diverse communities we work with; and to valuing and including the skills, talents and local knowledge of our voluntary community sector in order to enhance the provision of services wherever possible for the residents of Trafford.

The Impact of Covid-19 and Inequalities.

Work started on the Corporate Equality Strategy prior to the onset of Covid-19 in the UK. Since then the Council and the CCG have been working hard to respond to Trafford residents' needs during the pandemic. Both organisations will be capturing information about the impact of Covid-19 on people in all the protected characteristic groups and making plans to mitigate the effects and improve services in the future from lessons learnt.

1. Introduction

This Corporate Equality Strategy for Trafford Council and Trafford CCG outlines the steps we will take to promote equality, diversity and inclusion in all of our work. We are committed to reducing inequalities through adopting the highest standard of service delivery and employment practice. Despite this, we know we have some way to go to realise our ambition. Through this strategy we will take the steps needed to address inequality in the workplace, in the development of our physical infrastructure and in relation to access to services and outcomes.

Within our strategy we are reviewing our roles as leaders, regulators, commissioners, providers, and employers to ensure that we are addressing inequality consistently and across everything we do. Our strategy is underpinned by our equality policies for human resources as well as our approach to commissioning, spatial planning, partnership working and community cohesion. A Corporate Equality Steering Group has been established to steer the work programme with representatives at Director and Senior Management level from both Trafford Council and Trafford CCG.

The Equalities Steering Group has identified leadership, the workforce, reducing hate crime and tackling health inequalities as being the key areas of focus.

This strategy is supported by an action plan, detailing the work that our organisations and the directorates within them will deliver over the next three years to reduce inequalities and improve our population's outcomes.

1.1 Equality Mission Statement

As two of the largest employers locally, commissioners and providers of a wide range of services for our residents, Trafford Council and Trafford CCG are committed to challenging inequality, discrimination and disadvantage. Equality of opportunity for all sections of the community is an integral part of our commitment. We know that the diversity of our population is one of our greatest strengths and assets but currently some groups are at systemic disadvantage and we must do more to address this.

1.2 Accountability

The work of our Equality Strategy is overseen by the Corporate Equality Strategy Steering Group which reports to the Joint Leadership Team for the Council and the CCG which, in turn, reports to the Council's Elected Members and the CGG Governing Body.

2. Meeting Our Public Duty: understanding the legal framework and using underpinning policy and guidance

2.1 Trafford Council and Trafford CCG's Legal Duty under the Equality Act 2010

The Corporate Equality Strategy outlines how Trafford Council and Trafford CCG are working to ensure that they meet their statutory obligations in the Equality Act 2010 to the benefit of their employees, residents and services users.

The Act refers to a series of 'Protected Characteristics' and we ensure that we give consideration to those groups who share the protected characteristics. The protected characteristics are:

- Race
- Disability
- Age
- Religion or belief
- Sex
- Sexual orientation
- Gender reassignment (Transgender)
- Pregnancy and maternity
- Marriage and civil partnership

We know that there are other groups in our population that can also suffer significant disadvantage and this can be a cause of poverty and health inequality.

We will be mindful of their particular needs when designing and delivering services, and in our day to day operations. These groups include but are not restricted to:

- People who are homeless
- People who are ex-military personnel
- People who live in poverty
- People who are long-term unemployed
- People with substances misuse dependences
- People with limited family or social networks
- People who are geographically isolated
- People who are carers

It is important to recognise that being in more than one of the protected groups, or having additional barriers such as living in poverty, may exacerbate the inequalities that people experience.

The Public Sector Equality Duty 2011 (PSED) (Section 149 of the Equality Act 2010) (<https://www.legislation.gov.uk/ukpga/2010/15/contents>) applies to public bodies delivering public services. The duty requires local authorities and public bodies to

consider employees and service users in all the protected groups. This means that in the exercise of our functions we must have due regard to the duty to:

1. Eliminate unlawful discrimination, harassment, victimisation and other prohibited conduct
2. Advance equality of opportunity between people who share a protected characteristic and those who do not.
3. Foster good relations between people who share a protected characteristic and those who do not.

There are a number of other legal duties in relation to equality that the Council and the CCG must meet. These are detailed in Appendix 1 which contains links to our internal policies relating to reducing inequality.

3. Our Equality Objectives for 2021-25

Working together, the Council and the CCG have chosen the following equality objectives for 2021-25:

- Inclusive and Informed Leadership
- Improving our workforce data collection
- Reducing health inequalities
- Reducing hate crime

Further details of the Council objectives can be found here.

<https://www.trafford.gov.uk/about-your-council/strategies-plans-and-policies/equality-and-diversity/our-equality-objectives.aspx>

3.1 Equality Objective 1: Inclusive Leadership - Equality is Everybody's Business

This objective is to ensure that senior leaders use their influence to promote equality, diversity and human rights and are effective in the delivery of this agenda across the Council and the CCG. Without senior managers showing consistent leadership, we will not see the changes we need.

Promotion of the message 'Equality is Everybody's Business' will ensure that everyone takes ownership to promote equality in all aspects of service delivery. The strategy will be championed by Elected Members, the CCG Governing Body Members, Corporate and Senior Leadership Teams, as well as all managers and staff.

Success measures:

- Uptake of training on mandatory Equality, Diversity & Inclusion (EDI) course ‘ Equality as a Leader’
- Uptake of training on mandatory EDI course, ‘Equality is Everybody’s Business for all staff
- Uptake of training on Human Rights by CCG staff and CCG Governing Body.
- Uptake of mandatory training on EPIC Manager - Equality, Diversity and Inclusion.

3.2 Equality Objective 2: Improving Equality Workforce Data Collection and improving the representativeness of our workforce

- To embed effective equalities working practices in all our employment and service delivery
- To address the need to improve recruitment, selection, training and promotion opportunities for all protected groups, and in particular for the disabled and BAME (Black and Minority Ethnic) members of our workforce.

The Council and the CCG are required to hold data on the protected characteristics of their workforces. Having complete and accurate information is vital if we are to understand inequalities within our workforce, and to take effective steps to address these. We recognise that some members of staff have concerns about sharing this information, and so we need to do more to understand and allay these concerns. To this end we are raising awareness of the importance of this data through adverts on the Staff Intranet page and our Staff Networks and asking managers to encourage their staff teams to keep their equality profile information up-to-date and complete.

Success measures

- Increase in successful applicants from protected groups
- Increase in uptake of mandatory equality and diversity in recruitment training for managers and directors.
- Increase in recording of all protected characteristics
- Diversity in interview panels.

3.3 Equality Objective 3: Reducing Health Inequalities

Addressing health inequalities is a key objective for the Council and the CCG because of the large gap in life expectancy between residents living in different areas of Trafford. Healthy Life Expectancy (that is, the number of years lived in good health) in the most deprived 10% of areas in Trafford is around 16 years lower than in the least deprived 10%.

Areas of deprivation tend to see the highest rates of illness, and deprivation levels are higher in many of our protected groups. The steps we take to reduce the impact of deprivation will support us to deliver our many Equalities objectives, and more details of these steps are included in our Poverty Strategy. The Health and

Wellbeing Strategy's overarching goal is to reduce Trafford's inequality in healthy life expectancy, through education and work in the following priority areas:

- To reduce the impact of poor mental health
- To reduce physical inactivity
- To reduce the number of people who smoke or use tobacco
- To reduce harms from alcohol
- To reduce the impact of poverty
- To improve healthy weight
- To tackle climate emergency
- To tackle domestic violence.

By ensuring that we include monitoring of improvements for our protected groups as well as for our more deprived populations, we will start to narrow the existing gaps in outcomes for a number of causes of premature mortality in Trafford, such as cancer and cardio vascular diseases. The Trafford Joint Strategic Needs Assessment (JSNA) states that, "over 30% of circulatory disease and many cancers could be avoided by stopping smoking, improving diet and increasing levels of physical exercise".

Success measures

- Accurate recording of protected characteristics by services (including primary care)
- Narrowing the gap in uptake of key preventative services such as screening and immunisation
- Reduced gap in premature mortality including for people with serious mental illness
- Reduced gap in relation to smoking, physical activity and obesity.

Source for above: <http://www.traffordjsna.org.uk/Trafford-JSNA.aspx>

3.4 Equality Objective 4: Reducing Hate Crime

Trafford has a diverse community, with many faiths and cultures across our borough. We have strong community relations, and Trafford is the safest borough in Greater Manchester. However, we recognise that more could be done to improve social inclusion of isolated and vulnerable residents, reduce hate crime, prevent radicalisation, and ensure people with different faith and cultures live together positively and without fear. Trafford's Hate Crime Action Plan is aligned with the Greater Manchester Standing Together Plan with a local focus on the following priorities.

Keeping People Safe – Partnership approach (working with Greater Manchester Police and the Voluntary Community Sector) to reduce hate crime incidents includes: awareness-raising in communities, promoting services to keep people safe, staff training, referrals for support.

Reducing Harm & Offending - Ensuring an effective responsive where hate crime occurs with victim support, early intervention with perpetrators to prevent escalation and swift enforcement where appropriate.

Strengthening Communities & Places - Community Cohesion work, support for grass roots community groups through grant funding, work with schools, supporting community and faith groups around the issue of hate crime

The GM Standing Together Plan can be found at:

<https://www.greatermanchester-ca.gov.uk/media/1268/police-and-crime-plan-standing-together.pdf>

4. Our Population

4.1 Trafford population and deprivation

Trafford Council and Trafford CCG provide services for a population of approximately (at mid-2019) 237,354 residents. Trafford has a number of distinct neighbourhoods, often with quite different populations and needs.

For much of our service delivery, we divide the borough into four 'neighbourhoods': North, South, West and Central, as the map below shows and the associated electoral wards for each.

Trafford's localities



By national standards, Trafford is average in terms of deprivation, which means that it is more affluent than almost every other borough in the North West. However, this hides huge inequalities throughout the borough. For example, the proportion of children 0-15 living in deprived households was 39% in Bucklow St Martins compared to 4.3% in Timperley^[i].

Locality	Electoral Wards	Population Estimates
North	Stretford, Longford, Gorse Hill & Clifford	48,205
South	Hale Central, Timperley, Hale Barns, Altrincham, Bowdon, Broadheath & Village	78,602
Central	Ashton upon Mersey, Brooklands, Priory, St Mary's & Sale Moor	56,076
West	Davyhulme, Urmston, Flixton and Bucklow St Martins	5,610

People living in areas of deprivation sometimes experience the higher levels of illness because of differences in the 'wider determinants' of health, such as housing, education and employment. Therefore, it is important that we understand the health outcomes for our protected groups as this helps us to design services that can reduce the negative impact for these groups.

4.2 Understanding our protected groups in Trafford

The potential negative impact of being a member of a protected group can be increased for people either by belonging to more than one of the groups, or by having other characteristics that increase any negative impacts. For example, the experience of being black, female and pregnant will be very different if you are on a low income compared to being in a well-paid professional job: although there will be some common aspects. In addition, people's protected characteristics can change over time.

4.3 Age and Sex

The resident population of Trafford at mid-2019 is estimated at 237,354. This is made up of:

- 60,956 people aged 0-19 years (25.7% of the total population)
- 135,215 people aged 20-64 years (57% of total)
- 41,183 people aged 65 or more years (17.4% of total).

Source for above: (<http://www.traffordjsna.org.uk/About-Trafford/Key-demographics/Population-estimates.aspx>).

The mid-2019 population estimates for Trafford residents by gender are: Females: 121,276 and Males: 116,078. Source:

<https://www.nomisweb.co.uk/datasets/pestsyoala>

4.4 Ethnicity

At the last Census in 2011, 14.5% of the Trafford resident population (or 32,744 people) reported belonging to a BAME group, very similar to England as a whole (14.6%). However, there is wide variation within Trafford in the proportion of the population belonging to BAME communities.

In addition, the BAME population in Trafford has a younger age structure than the population as a whole. Among children and young people aged under 20 more than 1 in 5 (21.9%) belongs to a BAME group, compared to around 1 in 20 (4.8%) among those aged 65 years and over.

A small number of our BAME population do not speak English as their first language. Overall, 94.5% of people living in Trafford speak English, but it is estimated that we have a further 62 languages spoken, including Polish, Urdu, and Gujarati, (Trafford Census Demographics). Supporting children to be bilingual in English and their mother tongue has been shown to deliver both social and educational advantages, so maintaining this language diversity is of huge benefit. However, we also need to ensure that everyone living in Trafford (whether from a BAME background or not) is well supported to develop their English language skills, as this will both help them socially and also to achieve high quality employment.

4.5 Disability

There are 38,603 disabled residents in Trafford (17%), as defined by those who have a health (including mental health) problem or a physical, cognitive or sensory impairment which limits their day-to-day activities. Determining the exact number of Trafford residents living with a disability is difficult and often based on national prevalence. For example:

- 1 in 20 children have an impairment
- Estimates show that 1.1% of the general population will have an autistic spectrum condition
- 4,288 adults have a learning disability
- In 2015/16, 530 adults were receiving long-term support from Trafford Council because of a learning disability
- As at mid- 2016/17, 944 individuals were on a GP learning disability register
- A third of people with a learning disability will have a dual diagnosis of autism

According to results from the Annual Population Survey for the year ending March 2019 it is estimated that the number of disabled people in work is:

- EA core (current disability) or work-limiting disabled people: 27,000
- EA core disabled (current disability): 24,800
- Work-limiting disabled people: 20,200

EA Core disabled includes those who have a long-term disability which substantially limits their day-to-day activities. Work-limiting disabled includes those who have a long-term disability which affects the kind or amount of work they might do. Sources for the above are:

<http://www.infotrafford.org.uk/lab/jsna/about-trafford/overview>

<https://www.surreyi.gov.uk/dataset/annual-population-survey-economic-activity-by>

4.6 Religion

According to the 2011 census, of those people who declared their religion, 143,639 residents (87.4%) stated they were Christian. The second largest religious group were Muslims with 12,994 residents (7.9%). The dominant religious group in all wards is Christian except for Clifford where Muslims form the largest faith group (48%). There is also a significant minority of Muslim residents in Longford ward (30.1%) and Jewish residents in Hale Barns (13.2%).

4.7 Other protected groups

Sexual orientation – capturing accurate data is problematic as we need to develop people's confidence in disclosing their sexuality, however, we do have the following data, and we can extrapolate from this to estimate figures for Trafford.

Greater Manchester is home to an estimated 215,000 LGBT people -

<https://lgbt.foundation/actionplan>

In 2018, there were an estimated 1.2 million people aged 16 years and over identifying as LGBT. Men (2.5%) were more likely to identify as LGBT than women (2.0%) in 2018. Source - <https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2018#sexual-orientation-data>

Gender reassignment – we recognise that this is a data gap and we will work with partners to develop our knowledge and get the best data available

Pregnancy and maternity – Data on this is well collected for our staff and it is included in decision making as relevant and in accordance with the law e.g. taking into account the needs of young parents and our staff who may be pregnant and / or on maternity leave. Part time and flexible working opportunities are offered to men and women as well as shared paternity/maternity leave.

Success measure

- higher take-up by men of maternity leave

Marriage and civil partnership – for the year, April 2019 to March 2020 there were 112 religious marriages, 429 civil marriages and 11 civil partnership formations.

Source: Trafford Council Registration Service (BDM – Birth, Death, Marriages)

4.8 Other groups at known disadvantage

Carers

According to the 2011 Census, 23,509 (10.4%) people were providing care in Trafford. The JSNAⁱ states that: “there is evidence that many carers are “hidden” from services. For example the JSNA shows that,

- Only 2,900 people are recorded by their GP practice as a carer
- Around 5,000 carers are known to Adult Social Care and around the same to Trafford Carer’s Centre
- 2,300 are claiming carer’s allowance.

4.9 Summary – what the make-up of our population tells us

Using data and other sources to understand our population helps us ensure that our services can be tailored to meet cultural and identity needs. It is recognised that there is a need to remove barriers to accessing services for disabled people and ensuring prompt support is available and offered to carers. It is also clear that there is a need to prepare for the increase in numbers of older people needing adult social care in the future, and to adapt some of these services so that they meet the needs of a more diverse population than at present. Furthermore our Poverty Strategy aims to reduce the impacts and harms of poverty on health and equality.

5. Leadership actions

5.1 Trafford Partnership

The Trafford Partnership enables the Council, its partners and communities, to achieve better outcomes than would be achieved by working alone. It works to develop positive and mutually beneficial engagement between residents, voluntary and community organisations, businesses and public services, and promote and celebrate activity and success through our communication channels.

For further information please see <http://www.traffordpartnership.org/thematic-partnerships/Docs/TP-Annual-Report-2019web.pdf>

5.2 Role of the Trafford Partnership Board

The Board brings together leaders from across sectors and themes which form three strategic boards for: Health and Wellbeing, Strong Communities and Inclusive Growth together with the Public Service Reform Board. This enables a dynamic set of voices, to provide advice, support and constructive challenge to strategic delivery, as well as overseeing progress and the ‘state of Trafford’; what it’s like to live and work in Trafford and its diverse communities. Part of the Partnership Board’s role is to assure that the priorities are being achieved in all neighbourhoods and communities, reduce inequality and maximise local strengths. For further details, please see:

<http://www.traffordpartnership.org/partnership-board/Trafford-Partnership-Board.aspx>

As part of the Partnership, the Joint Council and CCG Leadership Forum are responsible for the Equality Strategy. The CCG have an Equality Steering Group. The Council’s elected members and non-executive board members have a strong community advocacy and influencing role. Councillor Jane Slater is our Executive Member for Health, Wellbeing and Equalities and Councillor Barry Winstanley leads the Elected Members’ Disability Task and Finish Group. We also have staff equality groups each of which have a senior responsible officer from the Corporate Leadership Team.

5.3 Role of the Council Corporate Leadership Team

Trafford Council’s Corporate Leadership Team operates in accordance with Article 13 of the Council’s Constitution which states that all decisions of the Council will be made in accordance with the following principles:

- Respect for human rights
- The public sector equality duty and general equality duties.

5.4 Role of the CCG Primary Commissioning Committee

Trafford CCG Primary Care Commissioning Committee's Terms of Reference state that the CCG has duties with regard to reducing inequalities as set out in Section 14T); Chapter A2 of the NHS Act which are to:

- (a) Reduce inequalities between patients with respect to their ability to access health services, and
- (b) Reduce inequalities between patients with respect to the outcomes achieved for them by the provision of health services.

The CCG also delivers the following actions as part of the equality, diversity and inclusion work programme:

- Produce an Equality and Inclusion annual report in line with the Public Sector Equality Duty
- Produce an Accessible Information Standard report annually
- Distribute a monthly Equality and Diversity awareness bulletin to staff.

The Committee receives and reviews regular reports on developments, performance and the quality of primary care services from the CCG Primary care team.

It ensures that all proposed changes and developments are supported by Equality Impact Assessments and support all reviews of service delivery and monitors all initiatives to improve service outcomes for individuals and groups with protected characteristics.

6. Our role as an employer: Workforce

Both the Council and the CCG hold data on the protected characteristics of their workforces but are aware that we have to work to improve some incomplete datasets mentioned above in our Equality Objective 3: 'Improving Equality Workforce Data Collection'.

We are keen to work to improve recruitment, retention, promotion and training opportunities for the disabled staff and the Council has an additional focus for improvement for the BAME members of its workforce.

6.1 Trafford Council Equality Monitoring, Facts & Figures

The table below show the data the Council hold for Black and Minority Ethnic and Disabled employees in senior positions as a proportion of Trafford residents.

Trafford Council Equality Monitoring, Facts & Figures Total Staff Headcount as of 31 March 2020 – 2469					
No of BAME Staff	No. BAME Staff in Senior Positions	No BAME Residents in Borough	No of Disabled Staff	No Disabled Staff in Senior Positions	No Disabled Residents
9.44% (27.18% prefer not to state)	3% in Top 5% Salaries	32,744 residents in Trafford (14.5%)*	3.93% of those declared (36.98% not known)	4%	*38,603 residents in Trafford (17%) *Census 2011

Source: <https://www.trafford.gov.uk/about-your-council/strategies-plans-and-policies/equality-and-diversity/facts-and-figures.aspx>

6.2 Trafford Council's People Strategy

Trafford Council's People Strategy 'EPIC YOU – Building a Winning Culture 2020 to 2022' outlines the values and behaviours which showing how:

- We **Empower** – we inspire and trust our people to deliver the best outcomes for our customers, communities and colleagues.
- We are **People Centred** – we value all people, within and external to the organisation and give those around us respect.
- We are **Inclusive** – we are committed to creating an environment that values and respects the diversity and richness that differences bring.
- We **Collaborate** – we build relationships, collaborate; treat people as equal partners and work together to make things happen.

Source: <http://www.trafford.gov.uk/about-your-council/strategies-plans-and-policies/equality-and-diversity/docs/People-Strategy.pdf>

6.3 Trafford CCG Equality Monitoring, Facts & Figures

Trafford CCG Equality Monitoring, Facts & Figures Total Staff Headcount as of 31 March 2020 – 133					
% of BAME Staff	%. BAME Staff in Senior Positions	% BAME Residents in Borough	% of Disabled Staff	% Disabled Staff in Senior Positions	% Disabled Residents
19.62% 0.9% prefer not to state)	20% in Top 5% Salaries	32,744 residents in Trafford (14.5%)*	6.5% (10.2% prefer not to say)	0% in top 5% of salaries	*38,603 residents in Trafford (17%) *Census 2011

6.4 CCG values & behaviours

- Compassion: We will treat everyone fairly with compassion, dignity and respect.
- Support: we will value and support each other to be the best we can.
- Integrity and openness: We will be transparent in our actions and decision-making.
- Partnership: we will work with patients, their families, our communities and partners to improve the health of our population.

For full details of the CCG values & behaviours please see Appendix 3.

Joint HR Success Measures for the Council and the CCG

- Ensure we fully understand the composition and needs of our diverse workforces starting by improving the quality of the staff protected characteristic data collected by encouraging staff to update their electronic staff records
- The CCG will support the Council to embed the principles of the mandated and non-mandated NHS equality standards e.g. Workforce Race Equality Standard, Workforce Disability Equality Standard, and the Equality Delivery System.

6.5 Greater Manchester's Good Employment Charter

We support Greater Manchester's Good Employment Charter which details seven 'Good Employment Principles' which have an equality and inclusion thread running through them. They are:

- Extending secure work
- Extending flexible work
- Working towards paying a Real Living Wage
- Improving workplace engagement and voice
- Developing excellent recruitment and progression
- Improving people management
- Developing a productive and healthy workplace

6.6 Staff Networks

The Council has four staff networks: the BAME (Black, Asian and minority ethnic) Staff Network, Staff Disability Group, Carers' Support Group, and the LGBT (Lesbian, Gay, Bisexual and Transgender) Staff Network. They all meet according to the needs of each group and have sponsors from the Trafford Council Corporate Leadership Team. CCG employees are supported by their Senior Leadership Team to join the staff networks if they wish. All groups meet within work time, as agreed by the Corporate Leadership Team.

The networks connect employees who have a common identity and experience and enable their voices to be heard to inform the organisation. The staff groups work with

directors of HR, the head of health and safety and the trade unions, to address and improve employment practices. This joint working has taken place during the Council's and CCG's response to COVID-19, to support staff working from home and inform the organisation's plans for the safe return of staff to the workplace.

Success Measures

- Implementation of agreed actions suggested by the staff forums
- Confidence in the approaches to reducing inequalities as fed back by staff groups

7. Our role as a Commissioner of Services

Trafford CCG and Trafford Council are committed to providing, commissioning and procuring cost effective services that improve outcomes for all of our diverse population. This requires monitoring of the services provided and the development of service specification and design to reduce inequality.

Trafford Together for Health and Social Care is our combined approach for the Council and Trafford CCG to deliver a holistic person-centred health and social care service to our residents.

Trafford CCG and Trafford Council are responsible for the design and improvement of services. Our commissioning decisions are informed by the needs of individuals and groups in our communities, defined by population, locality, and by protected characteristic or shared interest. This enables us to design services which are truly based on supporting residents to live healthy lives.

We also commission using the principles of asset-based working and co-production, using local people and communities' skills, knowledge, and understanding of their needs to design our health and social care services. Asset based commissioning relies on understanding what local communities can do for themselves, need help with, and what they want statutory bodies to provide for them. This approach starts to shift power through working with local people and groups and having devolved budgets to local people and communities. The ultimate aim is communities controlling their own resources

Data quality remains an issue for some services and improving our data collection is a key action for all.

Success Measures

- Monitoring of uptake of services by protected groups
- Explore ways to monitor the outcomes by different groups for the various services they receive.

8. Our role as a Provider of Services

8.1 Access Trafford & Libraries

Trafford Council's Contact Centre takes calls from residents Monday – Friday in line with corporate opening times dealing with queries, relating to council tax, benefits, adult social care, planning and building control, pest control, elections and blue badges applications. The Contact Centre receives around 5,000 calls per year.

Some staff are bilingual, but all staff have access to an interpreting service if required.

There are 11 libraries in Trafford and 99% of the population is within 2 miles of a library. There is no age restriction to people joining the library and all libraries have disabled access. Work over the next year will ensure libraries become Autism friendly. All libraries are open Monday to Friday, and on Saturday. Please see link below for opening times.

http://www.trafford.gov.uk/residents/SearchResults.aspx?search_keywords=library%20opening%20times

There are computers in all libraries that are free to use and have free Wi-Fi.

We commission Age UK Trafford to provide a Home Library Service which delivers books to residents who may find it hard to get to a library; and to carers who may have difficulties accessing a library due to their caring responsibilities. Also, our Talking Book service posts talking books out to customers who may have difficulty reading print due to a sight or other impairment and is free of charge via Royal Mail.

Success Measure

- Feedback from customer surveys

8.2 Adult Social Care

Trafford Council's Adult Services Directorate provides assessment, advice and guidance to all adults, and their carers who request an assessment or may be perceived to have care and support needs (as defined by the Care Act, 2014 - <http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted>). We currently have four integrated Neighbourhoods (North, West, Central & South) and a collaborative partnership with our health colleagues in Trafford Local Care Organisation (TLCO) within Manchester Foundation Trust (MFT) to ensure that our responses are localised, proportionate and timely.

We also offer several specialist Borough wide Services which include: Complex Need Adults (Learning Disabilities), Safeguarding and the Deprivation of Liberty Safeguards (DoLS) teams.

8.3 Adult Social Care and Equalities – key objectives, approach and training

Our social care provision for adults considers a wide range of access needs for people with physical and mental disabilities, sensory impairments, religious and cultural needs. Personalisation helps formulate individual tailor-made care plans together with developments geographically located to be in the centre of our localities with our Extra Care Provision at: Limelight in Old Trafford, Elkin Court at Partington, Fiona Gardens at Sale and New Haven in Timperley. There is more work to be done to reach out to and support our Black and Minority Ethnic (BAME) clients in order to capture information about their diverse needs with regard to faith and culture to ensure they receive the quality tailored social care suited to their individual needs.

Success measures

- Engagement of voluntary sector and faith groups to support BAME service users and their families
- Council able to offer support to more carers especially those likely to be linked to BAME communities.
- Focus on meeting faith/cultural needs of all individuals at assessment as these are often excluded
- Improved Advocacy/translator services especially in North Trafford
- Improved data collection of equality profile of adult social care clients to enable improved tailored provision of care to meet needs especially with regard to identity, ethnicity, religion etc.
- Improve our knowledge of social care clients experiencing hate crime and exploitation.

8.4 Early Help & Children's Social Care

Social Work England sets the professional standards for social workers, (see Appendix 2) and standard 1 specifically addresses equality and diversity as follows:

Professional standard Number 1 is 'Promote the rights, strengths and wellbeing of people, families and communities' states that as social workers and all other professionals working in children's social care will:

- 1.1 Value each person as an individual, recognising their strengths and abilities.
- 1.2 Respect and promote the human rights, views, wishes and feelings of the people I work with, balancing rights and risks and enabling access to advice, advocacy, support and services.
- 1.3 Work in partnership with people to promote their wellbeing and achieve best outcomes, recognising them as experts in their own lives.
- 1.4 Value the importance of family and community systems and work in partnership with people to identify and harness the assets of those systems.

1.5 Recognise differences across diverse communities and challenge the impact of disadvantage and discrimination on people and their families and communities.

1.6 Promote social justice, helping to confront and resolve issues of inequality and inclusion.

1.7 Recognise and use responsibly, the power and authority I have when working with people, ensuring that my interventions are always necessary, the least intrusive, proportionate, and in people's best interests.

Success Measures

- Evidence against the seven standards above
- Feedback from children and families
- Fostering and adoption outcomes for diverse groups
- Improved data collection of equality profile of children in social care to enable improved tailored provision of care to meet needs especially with regard to identity, ethnicity, religion etc.
- Improve our knowledge of social care clients experiencing hate crime and exploitation such as CCE, trafficking and modern day slavery.

8.5 Education & Young People

Trafford's education system is performing well with 96% of schools being rated 'Good' and 'Outstanding' and high educational outcomes for children. 'Closing the gap', particularly for disadvantaged pupils and young people with Special Educational Needs has been, and remains, an area of focus at all levels. Areas for improvement are addressed through the following:

- The Education Strategy and the work of the Education Board

The Education Strategy has helped to unify the system and use resources as effectively as possible. Effective team working throughout the Education Department enables combined intelligence to be utilised to identify schools that require support.

- The Special Educational Needs Action Plan

The purpose of the SEND (Special Education Needs and Disabilities) Strategy is to ensure there is a well-planned provision that meets the needs of children and young people with SEND and their families. Integrated services across education, health and social care will work closely with parents and carers, to ensure that individual needs are met. It also means a strong commitment to early intervention and prevention so that early help is provided in a timely way

- The 0-5 Strategic Plan

The work of the 0-5 Multi-Agency Strategic Board is to increase the proportion of children who are ready for school at the end of the Early Years Foundation Stage and narrow the gap for the most disadvantaged children.

Success Measures

- All Trafford children and young people attend settings and schools which are good or better by Ofsted and they are educated in the provision best suits their needs.
- The aspiration of all children and young people with a particular focus on the most vulnerable pupils is raised, so that they have the skills and confidence to lead successful lives so that the attainment gap between disadvantaged pupils and their peers is reduced at all milestones.
- Children with Special Educational Needs achieve strong outcomes as evidenced in attainment outcomes which are above national expectations and there are reduced numbers of school exclusions

8.6 Place Services – Equalities

Place-based services carry out a number of activities that support the Council's equalities agenda. These include:

- Working with disability groups to improve the accessibility of our town centres
- When determining planning applications, ensuring the Council's duties under the Equalities Act 2010 are discharged
- The emerging Design Guide will include guidance on improving accessibility in developments for all the community
- The Head of Service is a committee member of Women in Planning North West – which seeks to promote diversity and inclusivity in planning and to ensure that women's voices are heard
- Older Person's Housing Strategy developed to address the needs of older people in Trafford
- Supported Housing Strategy being developed to identify the housing and support needs of people with a learning disability and/or autism; people living with mental health; people with substances dependencies; people with a physical/sensory impairment; young people (aged under 18) including Care Leavers and offenders
- Homelessness Strategy incorporates all residents of Trafford who are homeless or threatened with becoming homeless.

Success Measures

- All town centres are accessible
- Monitor access to housing by protected group
- Reduce homelessness

9. Regulatory Services and Environmental Health

Trafford has a flourishing and diverse range of restaurants and takeaways which contributes to the richness and attraction of our town centres. In order to ensure that all business operators understand the environmental health requirements we have published these requirements in a range of languages.

The Safer Food Better Business manual commonly used by the food businesses, is available on the Food Standards Agency's website in alternative languages (www.food.gov.uk). Officers from Regulatory Services make available to businesses detailed allergens guidance which has been translated into 13 languages commonly spoken in Trafford.

Success Measures

- Cleanliness standards in restaurants/takeaways by area
- Enforcement re allergens

9.1 Licensing

Taxis – Wheelchair accessible vehicles

Whilst it is a requirement in Trafford that all hackney carriage vehicles, licensed by the Council, must be wheelchair accessible there are far more licensed private hire vehicles to which this requirement does not apply.

We aim to amend a range of policies around regulation of the taxi trade in Trafford. We will implement the provisions of section 167 of the Equality Act 2010. This gives the local authority the power to make publicly available lists of wheelchair accessible vehicles ("designated vehicles"). Once designated, the drivers of those vehicles are legally obliged to carry passengers in wheelchairs, provide assistance to those passengers and are prohibited from imposing any extra charges. Drivers are also be conditioned by licence to carry a passenger's assistance animal and allow it to remain with the passenger in the vehicle (travelling in the front foot well if trained to do so) and not make any charge for doing so.

Success Measures

- Feedback on Council webpage and for the list of accessible vehicles from customers
- Feedback from survey with the public and disabled groups on other information about accessibility

9.2 Trading Standards

Trading Standards – Support for vulnerable residents and those with additional needs.

Trafford iCAN system is a messaging system that is intended for residents who would like to be made aware of the latest cons and scams. Trading Standards' iCAN alerts are included in Trafford's Talking Newspaper for visually impaired residents. Regular awareness raising sessions are delivered with Henshaws, the charity that supports visually impaired people of all ages. In addition a regular programme of talks to social groups and sheltered accommodation schemes goes on every year for older residents and Trading Standards have established links into the Social Services' safeguarding system along with Greater Manchester Police (GMP) who refer the most vulnerable of scam victims through to Trading Standards.

9.3 Building Control

The Building Control service ensure that both residential and non-residential new build, or extended and altered existing commercial buildings, meet the Building Regulations requirements relating to access and facilities for disabled persons to access buildings. The service also applies design standards for people with disabilities to large commercial buildings and sports facilities.

9.4 Bins & Recycling

We offer an assisted collection service to any resident who are unable to place their bins out for collection and return. All communications will have a pictorial element to reduce any language or literacy barriers.

Households needing further support to recycle will be visited by advisors. We have found that engaging with householders on the doorstep and the pictorial leaflets enable communities to better understand the recycling service.

Success Measures

- Feedback from users
- Monitoring for satisfaction by different protected groups
- A reduction in the amount of recycling rejected at the tipping hall

9.5 Interpretation and translation

For all our service delivery we provide a full language interpretation and translation service through an approved provider to our customers as requested. This includes, language interpretation, transcriptions, British Sign Language and other alternative formats. In the past year, (April 2019 – March 2020) our most frequent requests have been for the following languages: Punjabi, Mandarin, French and Arabic.

10. Trafford Community Engagement

Trafford Partnerships Team lead on projects such as the Trafford Poverty Strategy, Trafford Together Locality Plan, healthy weight, school readiness, period poverty and the Working Well Early Help Programme.

Examples of active community engagement are:

- Trafford's Sport & Physical Activity Strategy
- Trafford's Armed Forces Covenant
- Voluntary Community Service Engagement (VCSE) sector
- Delivery of the Inclusive Neighbourhood Grants scheme and supporting small VCSE organisations to deliver projects and events in their communities
- Leading on community engagement across the borough through networks such as Vision 31, town centre partnerships and the Old Trafford Conversation
- Supporting community initiatives such as Partington Women's Group, The Bread and Butter Thing, Ear4U Centre and Our Sale West.

Success Measures

- Development and implementation of the Trafford Poverty Strategy
- Delivery of Trafford's Armed Forces Covenant and commitments
- Monitoring the delivery of projects and events through community grant schemes to demonstrate positive impact
- Sustainability of VCSE organisations through capacity building and emergence of new VCSE organisations
- Increased level of resident and partner engagement in community initiatives and partnership networks supported by the team
- Sustainability of the Community Response Hubs and the creation of neighbourhood networks connected to these Hubs

11. Community Cohesion

Trafford Council has established a Community Cohesion Forum. The resident-led forum brings together representatives from local voluntary and community organisations, faith groups and youth groups alongside partner agencies, to understand cohesion in the borough and join up the efforts to tackle challenges and take opportunities to work more effectively in partnership. The Forum meets quarterly and is currently co-chaired by the Mayor and a Trafford resident. For 2020/2021, the Forum is focusing efforts to tackle knife and hate crime in the communities.

12. Our Response to COVID-19

At the time of writing this document we encountered the COVID-19 global pandemic. Changes were made to services and policies to support Trafford's most vulnerable groups through our service delivery, for example, in our care homes and through our community hubs. Information has been available in alternative formats and in other languages so that everyone has access to the information that they need. In terms of employment there has been a focus on staff health and wellbeing and supporting staff through the change in physical work environment and shift in job role in response to urgent priorities throughout the NHS and local authorities.

Success Measures

- Reach of messaging into communities
- Uptake of support by population group

13. George Floyd and Black Lives Matter

As a result of the murder of George Floyd there has been a global, national and local response to the need to address the structural racism and inequality that exists in our society and institutions. In response, Trafford Council and CCG are committed to strengthening the dialogue with all communities and exploring together ways of reducing race inequality.

It is important to keep the conversation going as the fight for justice continues which is why we wanted to share a short but very informative rap about why black lives matter by Fleur East, (who is of mixed-heritage) and a former runner-up of the X Factor. Please see the link below.

<https://planetradio.co.uk/hits-radio/entertainment/celebrity/fleur-east-rap-roulette-black-lives-matter/>

14. Conclusion

Trafford is committed to equality, diversity, inclusion and human rights for all. We recognise we still have some way to go to achieve our equality goals but we have set out in this Strategy our plans for making progress. We would very much welcome comments on the Strategy from our residents, staff and partners going forward and we will continually consult, respond and implement improvements as our Strategy will evolve as our communities and their needs evolve.

We will conduct an equality review working with external equality specialists who will help us shape our action plan to achieve this Strategy

We will continually report on the action plan through our various governance processes and to our Joint Leadership Team

Appendix 1

Additional Legal duties and meeting Mandated Equality Requirements

In addition to the Equality Act 2010 Trafford Council and the CCG are also subject to other legal and mandated requirements. These include:

The Health and Social Care Act 2012

CCG's must in the exercise of their functions have due regard to the need to:

- Reduce inequalities between patients with respect to their ability to access health services and
- Reduce inequalities between patients with respect to the outcomes achieved for them by the provision of health services.

The Act also requires the Council and CCG to follow the Accessible Information Standard. This Standard sets out a specific, consistent approach to identifying, recording, flagging, sharing and meeting the information communication needs of patients, service users, carers and parents with a disability, impairment or sensory loss, and ensure they receive the following:

- 'Accessible information' (information which can be read or received and understood by the individual or group for which it is intended) and
- 'Communication support' (support which is needed to enable effective, accurate dialogue between a professional and a service user to take place).

Workforce Race Equality Standard (WRES)

The Workforce Race Equality Standard (WRES) is within the NHS standard contract. It focuses on race equality as a priority area and follows published research which has highlighted disparities in the number of Black, Asian and Minority Ethnic (BAME) people in senior leadership positions across the NHS, as well as lower levels of wellbeing and satisfaction amongst BAME staff. The CCG publishes its results annually along with an action plan and is responsible for ensuring that providers of commissioned services provide their results.

Workforce Disability Equality Standard (WDES)

The Workforce Disability Equality Standard (WDES) enables NHS organisations to compare the experience of disabled and non-disabled staff. Like the WRES, an annual action plan is required to enable progress to be demonstrated. The WDES also seeks to improve the representation of disabled people at Board level. Currently the CCG is not required to complete the WDES, but it does need to ensure that providers of commissioned services provide evidence of their results including an annual action plan. It does this through quarterly meetings with large providers such as Manchester Foundation Trust and Greater Manchester Mental Health Trust and with smaller service providers through contract management arrangements.

The Equality Delivery System (EDS)

The Equality Delivery System (EDS) is a tool that helps NHS organisations improve the services they provide for the local community and better working environments, free from discrimination, for those who work for the NHS. It outlines requirements in health outcomes, improved patient experience, a diverse workforce and inclusive leadership.

Equality Impact Assessments (EIA's)

Under the Public Sector Equality Duty within the Equality Act 2010, the Council has to show that it has given 'due regard' or consideration to the impact that a decision or change in policy has on groups that share a protected characteristic. One method of doing this is to carry out an equality impact assessment (EIA). This helps us to ensure that the different needs of people are taken into account as far as possible and that any potential negative impact on people is mitigated where possible.

Trafford Council carries out EIAs on a wide range of policies, functions and procedures to ensure that equality is taken into consideration in every area of our work. For further information on EIAs please visit our website:
<https://www.trafford.gov.uk/about-your-council/strategies-plans-and-policies/equality-and-diversity/equality-impact-assessments.aspx>

The CCG use a similar process which is referred to as an Equality Impact and Risk Assessment (EIRA). This process provides a framework for undertaking a robust equality risk and human rights impact assessment and is the primary source for demonstrating how the CCG has considered its legal duties, including the Equality Act 2010, the PSED, and the Human Rights Act 1998. Assessments are carried out for the following:

- Change in service-commissioning or decommissioning
- Policy development or review
- Strategy development
- Change in work practices.

Progress on EIRAs is included in our Equality and Inclusion annual report and EIAs are available on request.

All staff in Early Help & Children's Social Care work to the six agreed professional standards of Social Work England which can be found here:

https://www.socialworkengland.org.uk/media/1640/1227_socialworkengland_standards_prof_standards_final-aw.pdf

Appendix 2

Internal policies to support Equality and Diversity

Trafford Council has an overarching Equality and Diversity in Employment Policy Statement which details our vision to ensure that everyone has equal opportunity to succeed. This can be found on our website. (<http://www.trafford.gov.uk/about-your-council/strategies-plans-and-policies/equality-and-diversity/equality-and-diversity.aspx>)

Trafford Council has a Service Delivery Policy Statement to demonstrate our commitment to providing services to local people that respond to the diverse needs of service users and this can be found at: <http://www.trafford.gov.uk/about-your-council/strategies-plans-and-policies/equality-and-diversity/service-delivery-policy-statement.aspx>

Appendix 3

NHS Trafford CCG Values & Behaviours

Compassion: We will treat everyone fairly with compassion, dignity and respect

- We will always find the time to listen and value the views of others
- We will be polite and respectful of our colleagues and team mates
- We will not bully, discount or ignore anyone
- We will always consider our colleagues' feelings and think of our impact on others

Support: We will value and support each other to be the best we can

- We will be someone that colleagues can rely on, whoever they are and whatever their role
- We will respect other people's time as being as valuable our own
- We will contribute to a safe and tidy work environment and won't expect others to tidy up after us
- We will constantly strive to simplify processes and eliminate waste, whilst always improving quality

Integrity and Openness: We will be transparent in our actions and decision making

- We will involve colleagues in the work we do with, or for them, so they know what's happening
- We will ask open questions and keep people informed
- We will speak up for and defend our standards when others don't follow them, and appreciate them when they do
- We will take responsibility for our action

Partnership: We will work with patients, their families, our communities and our partners to improve the health of our population

- We will work with others to innovate and solve frustrations
- We will make the best use of available resources
- We will always look and behave appropriately for our audiences

You can see our values... in how we behave every day

Compassion: We will treat everyone fairly with compassion, dignity and respect

- I will always find the time to listen and value the views of others
- I will be polite and respectful of our colleagues and team mates
- I will not bully, discount or ignore anyone
- I will always consider my colleagues' feelings and think of my impact on others

Support: We will value and support each other to be the best we can

- I will be someone that colleagues can rely on, whoever they are and whatever their role
- I will respect other people's time as being as valuable my own
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- I will make the best use of available resources
- I will always look and behave appropriately for my audiences

You can see our values... in how we behave every day

Compassion: We will treat everyone fairly with compassion, dignity and respect

- We will always find the time to listen and value your view
- We will be polite and respectful to you
- We will not bully, discount or ignore you
- We will always consider your feelings and think of our impact on you

Support: We will value and support each other to be the best we can

- We will be someone that you can rely on, whoever you are
- We will respect your time as being as valuable our own
- We will contribute to a safe and tidy work environment and won't expect you to tidy up after us
- We will constantly strive to simplify processes and eliminate waste, whilst always improving quality

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- We will take responsibility for our actions

Partnership: We will work with patients, their families, our communities and our partners to improve the health of our population

- We will work with you to innovate and solve frustrations
- We will make the best use of available resources
- We will always look and behave appropriately for you and our audiences

Our values and behaviours- for colleagues - As a commissioning organisation, our values and behaviours are key to help us deliver an effective service

Appendix 4

For details about the Women in Planning Committee please see:

<https://www.womeninplanning.org/north-west>

