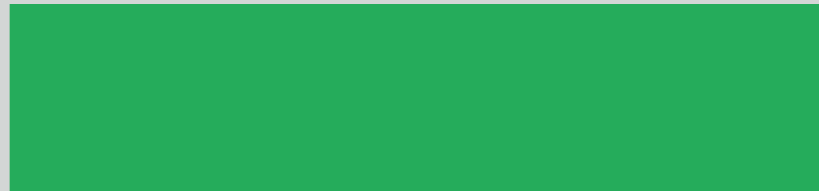


Equality Strategy 2022

Liverpool City Region Combined Authority



A fairer, stronger, cleaner Liverpool City Region – where no one is left behind



**LIVERPOOL
CITY REGION**
COMBINED AUTHORITY

METROMAYOR
LIVERPOOL CITY REGION

Metro Mayor

The Liverpool City Region's most precious natural resource is its people. Creative, resilient, ambitious and compassionate, they are as vital to our region's fortunes as the river that has powered our success over the past 800 years.

I am exceptionally fortunate to represent such a vibrant and dynamic population of more than 1.6m people.

It is the diversity between our citizens that I believe is one of our greatest strengths, which enriches our culture, boosts our economy and makes the region such an exciting place to live.

However, like the rest of the country, there are longstanding inequalities that mean some groups within our region have not been able to reach their full potential. This needs to change.



- Steve Rotheram, Liverpool City Region Metro Mayor

When I was elected to this role, I promised that we would build the fairest, strongest and most socially just place possible; a place where no one is left behind.

The events of the past few years: from COVID-19, to the tragic deaths of George Floyd and Sarah Everard have shone a light on some of those entrenched inequalities and led to firm action to tackle it.

And we too will be judged by our actions, not our words.

Since I took office, we have been investing in projects that deliver real, lasting change for our residents. Too often they have been held back, not by a lack of talent but a lack of opportunity. We are putting that right.

I'm proud of the progress we've made but recognise that there is still more work to be done.

This Equality Strategy is our roadmap for levelling the playing field and making our region the fairest place possible.

It holds us to account to ensure that we are taking direct action to tackle inequality head-on and eliminate the disadvantages that people with protected characteristics face.

As a middle-aged white man, I know that my job is to listen; to learn from, to amplify, and to supplement the efforts of those most affected. Working alongside the leaders of our local authorities, I am committed to ensuring that our city region leads the way and sets an example for others to follow.



Steve Rotheram Metro Mayor



- Cyclists outside Princes Park, Liverpool

Chief Executive

Throughout my life I have been driven by a strong sense of fairness, equality and social justice – even before I knew what those words meant, and as my life and career progressed, I have taken every opportunity to challenge inequality and to build an inclusive workplace.

This document demonstrates why equality matters and the steps we need to take to make this a great place to work that is representative of the communities we serve. A place that delivers the very best outcomes for LCR's 1.6m residents.

We will build on our past and further embed equalities in all our policies, programmes and services we invest in, commission or deliver.


Partnership working is critical to delivering our ambition across the city region, and a huge thank you to all partners, key stakeholders and communities that were involved in the development and codesign of this Equality Strategy. We hope that you will continue to work alongside us as we move to implementation.



- Katherine Fairclough, Chief Executive of the
Liverpool City Region Combined Authority

A handwritten signature in black ink that reads "Katherine Fairclough". The script is fluid and cursive.

Katherine Fairclough
Chief Executive of the Liverpool City Region
Combined Authority



***This document demonstrates
why equality matters and the
steps we need to take to make
this a great place to work
that is representative of the
communities we serve***

Katherine Fairclough Chief Executive



- People celebrating Liverpool Pride

Our strategy and vision for equality

The Liverpool City Region (LCR) - Halton, Knowsley, Liverpool, St. Helens, Sefton and Wirral – is culturally and socially diverse. We value and celebrate the diversity of our communities, it's what makes the city region a great place to live, visit and work.

This strategy sets out our commitment for the next four years for equality and how we will embed it into everything we do. Equality is an important driver to achieve our vision of a stronger, fairer, cleaner city region where no one is left behind.

We have developed this strategy in partnership with our employees, their trade union representatives, residents, advisory panels and local authority partners. The insights we have gathered have developed our vision and objectives for equality and the series of commitments which will enable us to achieve it.



- People holding a placard that says "We are Equal"

The Equality Strategy and the supporting four-year action plan until 2026 are intended as 'living documents' which will be refreshed and reported on annually considering our progress and achievements and any emerging priorities.

As such, the absence of an equality issue in these objectives does not mean that it's not considered important, rather to demonstrate that we will focus our initial commitments on addressing the greatest inequalities first.

Equality affects everything we do as a Combined Authority.

Our approach reflects the various roles of the Combined Authority as:

- An employer: we are a major employer in the Liverpool City Region and employ more than 950 people directly.
- An organisation with devolved powers: we have a significant financial footprint in the city region, spending or investing more than £100m per year and we have devolved powers as a commissioner, an investor and a service provider.
- A civic leader: we have a wider role to play to influence, mobilise, convene and coordinate wider activities of our partners and stakeholders across the city region, especially our anchor institutions.

The Liverpool City Region Combined Authority has a vision for a fairer, stronger, cleaner city region where no one is left behind. To achieve this, we must eliminate discrimination and promote equality in our policies, service delivery and funding decisions.



We will prioritise those left behind, disadvantaged, or experiencing discrimination, and reduce inequality by enhancing how public services are delivered.

Our vision for equality, is for a city region that:

- Achieves equity by doing more for those facing greatest disadvantage.
- Promotes equality, diversity, and inclusion in all that we do.
- Values and celebrates human diversity and treats everyone with dignity and respect.
- Champions social justice and challenges discrimination and prejudice.
- Involves people in decision making, develops solutions with them and removes barriers to participation in civic life.
- Promotes inclusive organisations with a culture that recognises the benefits and opportunities of diverse workforces.
- Has accessibility at the heart of all that we provide.

We will do this because nobody's life chances should be determined by where they were born, the colour of their skin, what they believe, who they love, their gender or disability.



- A customer in a wheelchair on the new trains for the Merseyrail network

Public sector duty

As a public authority, the Liverpool City Region Combined Authority intends to meet the requirements laid out in The Equality Act 2010 (Service Provision) and specifically Section 149 of the Equality Act 2010 (Public Sector Equality Duty) in the exercise of its functions, to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

The protected characteristics covered by the Public Sector Equality Duty are:

- Age
- Disability
- Religion and belief
- Gender reassignment
- Marriage and civil partnership (but only in respect of eliminating unlawful discrimination)
- Pregnancy and maternity
- Race – this includes ethnic or national origins, colour or nationality, religion or belief
- Sex
- Sexual orientation

In addition, the Combined Authority has taken the decision that socio-economic status is also considered alongside protected characteristics following stakeholder consultation, and on the recommendation of the Social Mobility Commission.

The general duty supports good decision-making by requiring public bodies to consider how different people will be affected by their functions, helping them to deliver policies and services which are efficient and effective, accessible to all and which meet different people's needs.

In addition, we are bound by the Specific duties which requires public bodies

- to publish relevant, proportionate information demonstrating their compliance with the Public Sector Equality Duty to set themselves specific, measurable equality objectives it thinks it should achieve to meet Section 149 (the general aims of the Public Sector Equality Duty)

In line with the Equality Act 2010 (Employment) Liverpool City Region Combined Authority also has legal responsibilities as an employer.

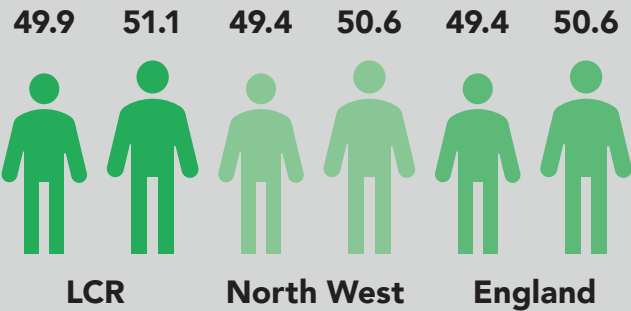
Our legal responsibilities, as set out in statutory codes of practice, help us to make sure that people with the protected characteristics set out in the Act are not discriminated against in employment, when seeking employment, or when engaged in occupations or activities related to work.

There are also some provisions in the Act relating to equal pay between men and women. These provisions aim to ensure equality in pay and other contractual terms for women and men doing equal work.

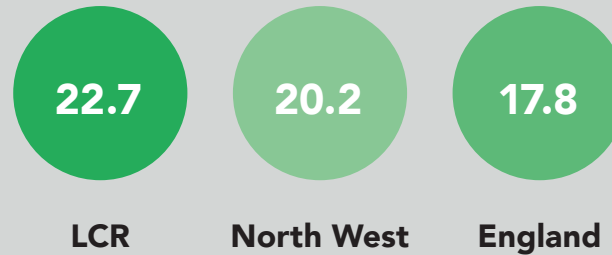
You can find further information on our Equality work on our website

The city region

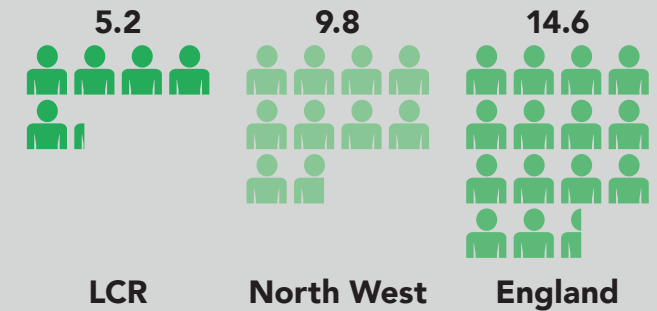
% Male/female split
(2019 mid-year pop. estimates)



% of disabled residents or living with long-term illness that impacts their day-to-day activities (Census 2011)



% of residents from an ethnic minority background (Census 2011)



% of residents by age group (2020 mid-year pop. estimates)

	0-15	16-24	25-34	35-44	45-54	55-64	65+
LCR	18.3	11.3	13.8	11.8	12.6	13.1	19

	0-15	16-24	25-34	35-44	45-54	55-64	65+
NW	19.1	10.8	13.4	12	13.5	12.4	18.7

	0-15	16-24	25-34	35-44	45-54	55-64	65+
ENG	19.2	10.6	13.5	12.7	13.5	12	18.4

The LCRCA workforce

% Male/female staff split



Staff gender pay gap

+15% The median gender pay gap for LCRCA employees is 15.08%. Of those in the top 25% highest paid position, 62.5% are male; in the lowest paid 25%, 68.75% are female.

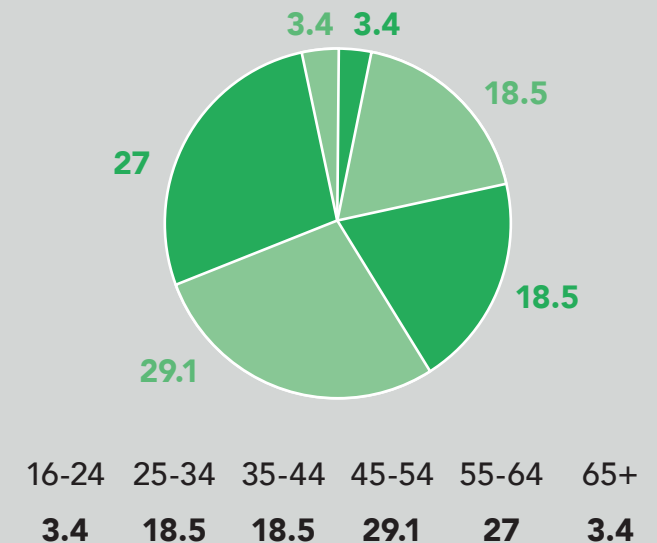
% of staff from an ethnic minority background



% of staff identifying as disabled



% Age group split of staff





- The Three Graces, Liverpool

Equality objectives

We will deliver against three objectives which will embed equalities into all that we do.

Equality Objective One: Combined Authority as an Employer

As an employer, our objective is to be an organisation that has equality, diversity and inclusion written in our DNA. We will strive towards a diverse workforce across the organisation that is representative of the communities we serve. We will continue to develop an inclusive, enabling culture, where we celebrate our human differences, and all employees have the opportunity to thrive.

We are proud to have achieved accreditation as a NAVAJO LGBTQI+ and Disability Confident Committed Employer. We provide a guaranteed interview scheme for Black, Asian, and Minority Ethnic candidates, and disabled candidates.

Our organisation is becoming increasingly diverse, and we have achieved gender balance in our Executive Leadership Team. We continue to develop an inclusive culture, supported by employee networks, such as our recently established LCR: Women Together. We will keep building on these successes, working alongside our employees and their recognised trade unions, so we can become a truly inclusive workplace.



- Keen cyclist Ellis, using a handcycle along the Wirral waterfront

Our Priorities:

- Develop and implement our people strategy which will include core priorities for equality, diversity, and inclusion
- Implement positive action to improve the diversity of our workforce and become more representative of the communities we serve
- Continue to develop an inclusive workplace culture, communications, and employee engagement
- Ensure our employment policies and procedures are inclusive and proactively support equality, diversity and inclusion.
- Continuously improve workforce monitoring data and benchmarking including introducing socio-economic status as factor we monitor.

Immediate Activity (Year One)

- Develop and deliver a positive action programme that improves the diversity of our workforce as part of the Race Equality Programme including specific targets for each area of the organisation.
- Develop internal talent management strategies for all under-represented groups with specific initial focus on Black, Asian and Minority Ethnic employees.
- Implement a reverse mentoring scheme which will provide opportunities for our residents from diverse communities to mentor our senior leadership team to deepen their understanding of inequalities experienced in LCR and receive insights into what works to tackle them.
- Supportive action on recruitment and progression of women and targeted support for those returning to work following parental leave.

- Further promote our flexible and inclusive working practices and policies for parents and carers to both men and women, such as flexible leave and shared parental leave.
- Reconfirm our commitment to the social model of disability and implement a reasonable adjustment disability passport policy.
- Ensure all employees complete equality, diversity and inclusion training on an annual basis and further invest in training for managers and leaders through a leadership and management development programme.
- Improve our talent attraction processes by embedding Equality, Diversity and Inclusion principles; monitoring the protected characteristics of applicants at all stages and taking positive steps to support and encourage applicants from under-represented groups.
- Ensure all our employees feel able to and understand how to report on issues of harassment and discrimination and know action will be taken.
- Establish Race (Ethnicity) and Disability pay gap reporting and identify actions to address disparities.
- Launch an LCR wide Equalities Employee Network Group in partnership with our Local Authorities.

Future Ambition (Year 2 onwards)

- Continue in our journey to maintain and achieve excellence in the equalities related employer accreditation schemes we have signed up to. We will progress NAVAJO scheme accreditation through a detailed action plan and actively seek Disability Confident Leader - Level 3.
- Seek accreditation in schemes for other protected characteristics to support our journey to become a truly inclusive and diverse workplace.
- Improve employee's confidence and awareness in reporting on their demographic data knowing it will be treated confidentially, and introduce the Voluntary Reporting Framework for disability, mental health, and wellbeing issues to encourage sharing of information and to identify support for employees.
- Develop an employee wellbeing programme, built on existing health and wellbeing initiatives and seek to develop a Wellbeing Charter
- Build on our positive action activity, identifying learning and best practice and expanding it to other protected characteristics where gaps are identified.
- Establish a broader approach to pay gap reporting and actions to address them with stakeholders across the City region.



- People celebrating Liverpool Pride. Image Credit Stefan Price – LCR Pride Foundation



- Danny Murphy, Customer Service Officer, Liverpool City Region Combined Authority

How will we measure success?

By 2026 we will have met and possibly exceeded our initial priority targets for workforce diversity and employee engagement and satisfaction:

- We will have grown the percentage of our workforce who identify as Black, Asian, and Minority Ethnic from 3.6% to 6%
- A minimum of 6% of Senior appointments will be Black, Asian, or Minority Ethnic employees
- 8.8% of our workforce will be disabled people or people living with a long-term health condition. We will have grown this from 6.6% by removing barriers to recruitment and supporting employees to stay in work.
- We will have moved beyond our existing workforce gender profile where 55.7% are male by taking positive action to address the gender imbalance in key service areas and directorates.
- There is a reduction in our Gender Pay Gap, currently 15.08% for LCRCA and 9.68% for Merseytravel.
- We see an increase in the number of employees who feel safe and supported to disclose their sexual orientation – 14% have currently chosen not to report or opted for 'prefer not to say' – and we see an overall increase from the current baseline of 3.1% of employees.
- We will have addressed the age profile in key service areas through workforce and succession planning.
- Our annual employee engagement and satisfaction scores for Equality, Diversity and Inclusion will be a minimum score of 6/7 for all employee groups

Case Study – LCR Women Together

LCR: Women Together is an employee network set up in August 2020. As a group, we are committed to empowering women of the CA to find their potential and achieve success within the organisation.

We strive to provide opportunities for women to connect with, share experiences and support each other in a discrete environment.

We are committed to supporting women within the group to seek ways to contribute to their personal and professional development. Our purpose is to empower, support and encourage women across the CA and to provide a community and a safe space to inform, challenge and inspire. Topics covered have included women's health, the impact of COVID-19 on women, confidence, women's safety and women as allies not adversaries.



- Joanne Leek, Economic Development Manager, Liverpool City Region Combined Authority

Equality objectives

Equality Objective Two: Using our Devolved Powers as a Public Service provider, Commissioner, and Investor

Equity will be our guiding principle in how we develop policy, deliver services and increase prosperity across the city region, with nowhere and no one left behind. We will deepen our engagement with our communities and ensure their diverse needs continue to shape the services and programmes we deliver, actively removing barriers for under-represented groups and practising inclusion in all we do. We will measure our impact, report on it transparently, and expect to be held to account for our performance.

We are continuously improving how we engage with communities including our recent Generations for Change project which brought together a group of young producers from Black, Asian and other diverse ethnic backgrounds to deliver a creative research project focusing on the key issues and inequalities faced by

Black, Asian and other diverse groups in the region. We have a directory of approximately 320 community organisations from the Voluntary, Community, Faith and Social Enterprise sectors endorsed by the Metro Mayor, which enables us to work in partnership with the social, creative and freelance sectors to offer commissioning opportunities to undertake meaningful engagement with our seldom heard groups and communities.

We actively collect and monitor information on the demographics of people who benefit from the programmes and services we deliver and have great examples of where we have taken corrective action to enhance inclusion and meet equality targets. We fund and deliver programmes that promote equality and support those facing disadvantage. We have supported

more than 140 people facing homelessness into secure, permanent housing, have made the biggest investment in tackling racial inequality in the city region to date and we have targeted the millions of pounds we have secured to retrofit homes in the most deprived areas of our city region.

We have continued to invest in our transport system recognising the role it plays in addressing inequalities and in making it more accessible having co-designed our new state-of-the art fleet of trains with local people. The trains feature pioneering sliding-step technology, providing step free access for all. We will continue to build on these positive steps including committing to driving continuous improvement as we embed equalities, and in particular the social model of disability, in everything we do.



- Learner at Blackburne House, Liverpool

Our Priorities:

- Ensure our Engagement First policy is embedded and inclusive, reaching all communities who need, or receive our services
- Provide and commission inclusive services and programmes based on evidence and engagement.
- Embed social value and equality priorities in procurement processes and our supply chain.

Immediate Activity (Year One)

- Develop and deliver a Citizen's voice programme to engage with residents across the LCR, including under-represented communities to bring the perspectives and priorities of LCR residents into decision-making.
- Build a sustainable legacy for our Generations for Change programme using it as a model to shape and strengthen our approach to community engagement with diverse groups of people.
- Review and improve our Community Suppliers List, including measuring the number of diverse owned and led businesses onboarded and awarded contracts.
- Centralise the demographic data we have on those who benefit from our programmes, and travel on our transport network both now and in the future.

- Monitor and report on the characteristics of those who receive our funding or access our services.
- Through our Travelsafe strategy and transport capital programmes we will work in partnership to ensure we improve safety and accessibility on our public transport system, actively responding to the needs and incorporating feedback received from people with protected characteristics.
- Develop the Bus Passenger Charter, through the lens of equality and diversity, setting out how we will make bus journeys safer and accessible for those with protected characteristics.
- Continue to strengthen our Equality Impact Assessment (EIA) process and upskill employees to be able to complete high quality EIAs that consider the impact of decisions on every protected characteristic from the outset.
- Strengthen current good practice in procurement processes and contract management to further promote equality considerations and fairness, and diversify our supplier base through supporting under-represented groups to participate.
- Embed fairness through our Fair Employment Charter and Social Value Framework into our investment and funding processes.
- Work with stakeholders and partners to develop and secure funding for projects and programmes that are targeted at reducing inequality across protected characteristics.



- Barry Chang and school children attend to the beehives in Toxteth

Future Ambition (Year 2 onwards)

- Building on the experience of the Housing First programme, develop formal mechanisms to bring more lived experience into programme design and delivery.
- Build on the best practice of co-designing transport services with local people and embedding accessibility into design of all new transport plans to deliver on access for all.
- Make better use of the equalities monitoring data we hold on people who use our services as evidence to inform future policy and programme design and wherever possible, put corrective action in place to narrow participation gaps in the programmes and services we deliver.
- For the 'people' based programmes we fund include intelligence-led equality targets in our contracting and monitoring arrangements.

How will we measure success?

By 2026:

- Monitoring and evaluation of our projects and programmes will demonstrate the positive impacts on people with protected characteristics
- Passenger transport survey scores show more people are using public transport and feel safe doing so
- We meet or exceed the equalities related targets on the programmes we deliver
- An annual increase in both the number of community suppliers representing diverse owned and led businesses onboarded and awarded contracts and in their share of the total contract value
- An annual increase in the number of service providers and contracted suppliers delivering on or exceeding Equalities objectives and Social Value measures.

Case Study – Housing First

Liverpool City Region has made it a priority to tackle homelessness in a new way. Housing First believes having a decent roof over your head is a necessity so it provides a home as the first response. It then offers people with multiple and complex needs individualised support with issues such as addictions, mental and physical health and the effects of trauma and abuse.

Many of the people who benefit from Housing First have one or more protected characteristics and since the programme first started a lot of work has been done to collect information so that we have a better understanding of who we are supporting and their individual needs. The next step is to analyse and evaluate this information so we better understand how outcomes and impacts differ depending on the person and how we can use this for future policy development.

Essential to the success of the programme is to involve the people we support in every part of the process and our Lived Experience group, which brings together people with their own experiences of homelessness helps shape our work in this area.



- Anna Paulucci, Housing First Support Worker, Liverpool City Region Combined Authority

Equality objectives

Equality Objective Three: Combined Authority as a Civic Leader

Working with our partners, and alongside our constituent local authorities, we will lead from the front and use our sphere of influence in the Liverpool City Region, demonstrating that our positive actions working together will deliver change that benefits everyone in our city region. We will set an example for organisations across our city region to follow, being a beacon of best practice and championing equality, diversity, and inclusion.

What we share externally and in our internal communications will be representative of our communities, appropriately targeted to identified audiences and accessible to everyone. This is a core principle in our communications strategy and is being incorporated in the forthcoming brand refresh.

We are demonstrating the impact of civic leadership in achieving equality across the city region. From our Race Equality Declaration of Intent, to our Young Person's Guarantee and Fair Employment Charter, we are seeking to use our influence to do the right thing, and to encourage others to follow.



- People celebrating Liverpool Pride with a banner that says 'love is love'



- Learner at Blackburne House, Liverpool

Our Priorities:

- Support local and national campaigns for social justice
- Be an active leader and play our part in eliminating discrimination
- Facilitate increased diversity in senior leadership and board level positions across the City Region
- Share best practice and promote organisational models that tackle inequality
- Change the narrative in our region for those who face discrimination, encouraging positive narratives, challenge negative media, images, and communications

Immediate action

- Enhance the equalities' infrastructure across the Combined Authority to improve effectiveness in engaging and providing advice and challenge on issues of equality, diversity and inclusion. Initially this activity will focus on areas of greatest disadvantage; gender, race and disability.
- Review membership of advisory groups and governance forums, ensuring that membership is diverse and inclusive for current and future boards.
- Support portfolio holders across the city region to embed equalities objectives across all of the Combined Authority's portfolio areas.
- Work with civic groups to understand the Combined Authority's role in addressing issues of equality and co-develop action plans setting out what role the CA can take.
- Develop city region approaches to work in partnership to promote equality and tackle disadvantage in areas of food poverty, mental health and digital Inclusion
- We will continue to ensure that equality, diversity, and inclusion principles are embedded in all our communications and marketing and this is incorporated in the forthcoming Liverpool City Region Combined Authority Brand refresh.



- Keen walker Charlotte out walking with her baby

Future Ambition (Year 2 onwards)

- Enhance our reputation, and that of our partners as leaders in issues of equalities, inclusion and diversity
- Develop systems-wide approaches and partnership working with local authorities and stakeholders to address issues of equality, diversity, and inclusion.
- Support greater participation by those with protected characteristics in civic and public life
- Bringing together information and intelligence across Local Authorities and stakeholders to provide credible thought leadership on issues of equality, diversity, and inclusion.
- Developing and supporting local, regional and national campaigns that tackle prejudice and injustice.

How will we measure success?

By 2026:

- An increase in the number of partnerships developed across the City Region delivering on equality through enhanced collaboration.
- An increase in the number of organisations influenced and supported to prioritise and make commitments to improving on equality, diversity, and inclusion practice
- A thriving and engaged advisory and support network, providing insights and lived experience, shaping priorities, and informing decision making
- An annual increase in the number of entrepreneurs and businesses from under-represented groups contributing to the City Regions economic success

Case Study – Age Friendly Communities

The Liverpool City Region Metro Mayor is committed to making our region the best place to age in the UK. In May 2020 Liverpool City Region Combined Authority joined the Centre for Ageing Better UK Network of Age Friendly Communities and we have since joined the World Health Organisation Global Network of Age Friendly Communities. We are working with local groups representing our older citizens, together with regional and national partner organisations, towards reducing existing inequalities in healthy ageing to ensure everyone in the City Region enjoys a better later life.



- A group of runners at Southport Park Run

CA as an employer

			2022						2023			2023 - 2026	
Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	
Positive Action programme launched			Race (Ethnicity) and Disability pay gap reporting									Voluntary Reporting Framework introduced	
Internal talent management strategies for Black, Asian and Minority Ethnic employees			Supportive action on recruitment and progression of women targeted support for those returning from parental leave									Employee wellbeing programme	
Reverse mentoring scheme launched												Phase 2 of positive action programme	
Promotion of flexible working policies for all												Broader pay gap reporting	
Awareness raising activities on policies and practises to report harassment and discrimination													
Employees Equality Network Group launched													
Reasonable Adjustment Disability Passport policy introduced													
Maintain and progress EDI accreditation schemes													

CA as an organisation with devolved powers

			2022							2023			2023 - 2026
Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	
Citizens Voice programme launched													Formal mechanisms for lived experience in design established
Community suppliers list review and refresh													Deliver on access for all through co-design of transport services
Equalities indicators for programmes, services and funding													Take action to address passenger safety and reduce incidents on transport system
Generations for Change phase Two / Legacy activity												Identify and address gaps in participation and programme take-up	
Grow investment and funding for tackling inequalities in the region													
Develop Bus Passenger Charter													
Equality Impact Assessment process strengthened													
Further embed and strengthen equalities in procurement													
									Further embed and strengthen equalities in procurement				

CA as a civic leader


			2022						2023			2023 - 2026	
Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	
Support to Portfolio leads to further embed equality			Membership policy for advisory groups and panels									CA's commitment and achievements in addressing inequalities is visible	
Equality infrastructure												System wide approach to working with local authorities and stakeholders to address issues of inequality	
Co-develop action plans with civic groups to further equality objectives												Credible thought leadership through sharing intelligence and insights on issues of Equality, Diversity and Inclusion	
Marketing and Communications have diversity and inclusion principles embedded													
Work in partnership to tackle disadvantage in food poverty, mental health and digital inclusion													



- Mann Island, Liverpool



- Metro Mayor Steve Rotheram and school children at Gray Street/Peel Road wildflower site



***I'm proud of the
progress we've made
but recognise that
there is still more
work to be done.***

Steve Rotheram Metro Mayor



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