



The City of London Corporation

Equality and Inclusion Action Plan

April 2018 – March 2019

22.08.2018

The following action plan sets out what the City of London Corporation will do over the next year to promote equality and diversity; ensuring an inclusive workplace and inclusive services for our customers.

In this plan, we have identified key challenges for the Corporation in embedding equality and diversity throughout the organisation, aligning this with key criteria outlined in the Equality Framework for Local Government and areas for development highlighted through Investors in People (IIP).

This is a living document and will be reviewed and amended as appropriate. We welcome views on the priorities identified. Comments should be sent to Tracey Jansen, Assistant Director Human Resources (tracey.jansen@cityoflondon.gov.uk), and Marcus Roberts, Head of Strategy and Performance, DCCS (Marcus.roberts@cityoflondon.gov.uk).

Challenge 1: The political and executive leadership's commitment to equality is recognised and understood throughout the organisation and our local communities. This supports the City of London Corporation in meeting its statutory requirements as set out in the Public Sector Equality Duty (PSED)

N.B. Although not all City Corporation departments are subject to the PSED, the Board has agreed that all CoL departments will act in the spirit of good practice as set out in the Public Sector Equality Duty where possible.

Lead:	HR/DCCS
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Relevant plans and reference to Equality Framework for Local Government/Investors in People (IiP)	Corporate Plan 2018 – 2023 Leadership, partnership and organisational commitment – EFLG IiP Standard - 1 Business Strategy, 4 Leadership & Management and 10 Continuous Improvement
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Expected outcomes:

- Chief Officers demonstrate leadership and responsibility for embedding equality and inclusion within their departments, working closely with Equality Representatives and HR business partners to meet the requirements of the Public Sector Equality Duty
- Members demonstrate a clear understanding and a personal commitment to equality, diversity and inclusion in line with the Public Sector Equality Duty and the Member/Officer protocol
- The Equality & Inclusion Board will scrutinise and have corporate oversight of equalities work across the organisation
- Equality and inclusion is included in the corporation's decision-making frameworks in the Corporate Plan, departmental Business Plans, Service Plans and individual workplans

Measure of success:

- The political and executive leadership have publically committed to reducing inequality, fostering good relations and challenging discrimination.
- Decision makers understand what 'equality' means and why it matters locally
- Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed
- Equality objectives for the organisation have been set and published in accordance with the requirements of the specific duties to support the Public Sector Equality Duty.
- Appropriate structures are in place to ensure delivery and review of equality objectives
- Structures are in place to ensure equality outcomes are integrated into business objectives

Ref	Actions	End date	Review date	Lead Officer	RAG	Comments
1.1	<p>Chief Officers, their departmental Equality Reps and HR business partner to attend the E&I Boards annually and report progress on:</p> <ul style="list-style-type: none"> • How you and your leadership team are working with and supporting Equality Representatives/HR business partner to raise awareness of E&I in your department • Identification of Departmental equality measures to track progress against the Corporation's Equality Objectives • How equality and inclusion is outlined as a key priority in the departmental business plan and the workforce development plan • How your department ensures effective policy making and service delivery through the use of equality analyses and tests of relevance to meet the Public Sector Equality Duty • Your involvement and support of the work of the Staff Diversity Networks • Consideration of departmental & Corporate Risk Register to reflect any risks identified through departmental E&I Action Plans/workforce plans/business plans 	Ongoing	April 2017	Chief Officers	Green some to attend in coming year	Chief Officers attend the Board on a rotating basis.
1.2	Chief Officers to work with Equality Representatives and HR business partners to develop departmental E&I action plans or to have incorporated actions in their workforce plan/business plans and to receive updates on progress on a quarterly basis	Ongoing	April 2017	Chief Officers/DCCS/HR	Green	MB collecting examples of E&I Action Plans and sharing with Equality Representatives to demonstrate best practice. Depts may also decide to incorporate E&I into business plans.
1.3	Review the Terms of Reference for the Equality and Inclusion Board and the Staff Diversity Networks on an annual basis	Sept 18		DCCS/HR	Green	To formally consider including social mobility in PSED toolkit.
1.4	An annual meeting for E&I Board (including Equality Representatives, Chief Officers and Chairs from the Staff	December 2018		DCCS/HR	Green	To discuss format at E&I – bring forward to 2018 - 9

	Diversity Networks) to assess strengths, weaknesses and areas for improvement					
1.5	Further equalities training session as part of the Member Development Programme on standards/behaviours outlined in the Member/Officer protocol and how to review an Equality Analysis to ensure that Members are well-sighted on equality considerations in line with the Public Sector Equality Duty	June 2017		DCCS/HR/Committee Services	Green	

Challenge 2: Creating a working environment that is inclusive and values the diversity of the workforce. Develop & analysis of HR dashboards within departments, and Corporation as a whole, to identify and analyse trends in relation to the protected characteristics.

Lead:	HR
Relevant plans and reference to Equality Framework for Local Government/liP	Knowing your communities - EFLG Involving your communities - EFLG A skilled and committed workforce – EFLG liP Standard – 3 People Management Strategy, 4 Leadership & Management and 10 Continuous Improvement
Expected outcomes: <ul style="list-style-type: none"> • Embedding and ownership of equalities in employment consistently across the corporation • Development and progression of workforce planning within departments (resourcing and talent management). • Used to inform HR policy review and development, learning & development interventions and work undertaken with departmental HR Business Partners. • Increase awareness and action regarding employee equalities related issues – using this information and trends identified to plan and implement strategies to improve the recruitment, progression, achievement and retention of staff with protected characteristics 	
Measure of success: <ul style="list-style-type: none"> • The organisation understands its local labour market, the barriers faced by those from vulnerable or marginalised individuals and groups, and the impact these have on achieving a diverse workforce. • The organisation's workforce strategy includes priority equality considerations and objectives. Specific and measureable employment targets have been set to improve workforce diversity. • Systems are in place to collect and analyse employment data across a range of practices (recruitment, training, leavers, grievance and disciplinarys etc.) • The organisation has assessed all aspects of the working environment to ensure that the needs of all its employees are met • Equality considerations for individuals are integrated into appraisal systems 	

Ref	Actions	End date	Review date	Lead Officer	RAG	Comments
2.1	Chief Officers to work with their HR business partners and Equality Representatives to use the annual workforce profile and departmental HR dashboards, GPG to inform business plans workforce plans and/or E&I plans to identify and address differential patterns in the recruitment, promotion, progress and achievement of CoL staff against the protected characteristics.	Ongoing	Sept 2018	Chief Officer HR/DCCS	Green	
2.2	Undertake Ethnicity and Disability Pay Gap	March 18	Dec 18	HR	Green	
2.3	The HR Business Plan, Transformation Plan and HR BAU policies and processes are aimed at removing barriers preventing those with protected characteristics from progressing within the organisation.	Ongoing	April 2017	HR	Green	
2.4	Expanding the work experience offered and working in partnership with external organisations and brokerages to provide opportunities to a wider audience targeting our schools and a range of disadvantaged groups in collaboration with brokerages as appropriate, and also our commitment to the armed forces. A target of 20% of all managers to offer work experience/apprenticeships opportunities in year one and this will be reviewed once the full scheme has been developed. This would mean approximately 200 places in the year, with a view to increasing the target once the new scheme is in place	March 19	Oct 18	HR	Green	
2.5	Supporting activities that address the Women in Finance Charter such as: providing a wider range of leadership development skills for aspiring women leaders increasing the opportunities for career grade progression greater outreach and collaborative working with external organisations setting a target of 45% women in senior management posts (grade G and above) by 2023	March 19		HR	Green	
2.6	To seek approval to include Social mobility as part of the PSED toolkit along with the Equalities Act protected characteristics. This will also indicate the commitment we have to addressing Social Mobility.	March 19		HR	Green	

	<p>Undertake a one off anonymised survey around the social mobility indicators for all staff to help us to better understand the makeup of our work force to inform further developments of the Social Mobility agenda as well as raising general awareness.</p> <p>Develop a voluntary survey that applicants for positions are invited to complete.</p>					
2.7	Complete HR Transformation Programme not included in this plan in particular Agile Resourcing and City Well workstreams	March 19			Green	

Challenge 3: Embedding equalities and inclusion at all levels of management and in service delivery to support the wider commitment to meeting the Public Sector Equality Duty (PSED)

Lead:		DCCS/HR				
Relevant plans and reference to Equality Framework for Local Government/liP		Leadership, partnership and organisational commitment – EFLG Responsive services and customer care – EFLG liP Standard – 1 Business Strategy				
Expected outcomes: <ul style="list-style-type: none">• To improve Corporation-wide understanding and adherence to the Public Sector Equality Duty (PSED).• Mainstream the use of Test of Relevance/Equality Analysis to inform policy-making and service delivery						
Measure of success: <ul style="list-style-type: none">• The organisation ensures that procurement and commissioning processes and practice take account of the diverse needs of clients, and that providers understand the requirements of the public sector Equality Duty• Structures are in place within the organisation and across partnerships to understand community relationships and map community tensions• The organisation has an agreed approach to conducting equality analysis/ impact assessment of policy and service decisions• The organisation has systems to collect, analyse and measure data on how all sections of the community are able to access services• Appropriate mechanisms are in place to ensure that human rights considerations are identified when planning services and that customers and citizens are treated with dignity and respect						
Ref	Actions	End date	Review date	Lead Officer	RAG	Comments

3.1	Undertake an audit of committee reports and other decision making for compliance with our PSED in this year's plan. We will consider whether this can be undertaken in collaboration with internal audit	Dec 18		DCCS/HR Chamberlains	Amber	
3.2	Run monthly E&I drop-in sessions for staff members to raise issues relating to equality and inclusion	ongoing		DCCS	Green	First one took place on January and all dates in diary for the rest of the year
3.3	Develop an Equality Objectives report that highlights key departmental PIs/Equality Measures against the Corporation's Equality Objectives 2016 – 2020 (for internal use and promotion on Colnet)	October 2017		DCCS	Amber	MB to develop for the E&I Board in October 2017 [needs to be refreshed]
3.4	Research and report on the development of an overarching Gender Identity policy/position.	March 2019	September 2018	DCCS/HR	Green	Project underway preliminary research current being undertaken.

Challenge 4: Continue to strengthen and support the role of Equality Representatives across the organisation.

Lead:		DCCS					
Relevant plans and reference to Equality Framework for Local Government/liP		liP Standard – 7 Involvement & Empowerment					
Expected outcomes: <ul style="list-style-type: none">Equality Representatives have a clear understanding of their roles and work closely with their Chief Officers to embed equality and inclusion within their departments.Equality Representatives feel able to support/signpost colleagues with equality and inclusion-related queries							
Measure of success: <ul style="list-style-type: none">Structures are in place within the organisation and across partnerships to understand community relationships and map community tensions (1.10)							
Ref	Actions	End date	Review date	Lead Officer	RAG	Comments	
4.1	Organise quarterly meetings for Equality Representatives to provide updates on the work of the E&I Board and progress of the E&I Action Plan. Ensure that Equality Representatives have the opportunity to feed into the agenda of the meeting.	January 2017		DCCS	Complete	Dates for quarterly meetings finalised.	
4.3	Provide a range of bespoke E&I training, development and networking opportunities to support the Equality Representatives role		April 2017	DCCS	Green	Five half-day sessions on completing an EA rolled out for Equality Reps and HR business partners	

4.4	Support the Equality Representatives in the collation of relevant information for the Public Sector Equality Duty (PSED) Annual Return for the 2017 E&I Annual Report		April 2017	DCCS	Green	To be discussed at Equality Reps meeting in April 2017.
4.5	Review Equality Representatives role profile/schematic on an annual basis	October 2017		DCCS	Green	To be reviewed at next Equality Reps meeting
4.6	Ensure that Colnet is up-to-date so Corporation staff are aware of the role of the Equality Representatives		April 2017	DCCS	Green	E&I hub to be reviewed as part of the E&I Colnet campaign
4.7	Share evidence of best practice between departments to support Equality Reps in their role (departmental E&I action plans, Equality Measures, evidence of good practice)		April 2017	DCCS	Green	This is done through the Equality Reps group and on E&I hub

Challenge 5: Coordinated communication & engagement with service users, residents, City workers and visitors particularly those from protected groups.

Developing the intelligence we have about these groups to inform service improvements and development through informed decision-making that pays due regard (as defined by PSED).

Lead:	DCCS
Relevant plans and reference to Equality Framework for Local Government/liP	CSDG, Corporate Plan Knowing your communities – EFLG Involving your communities – EFLG liP Standard – 1 Business Strategy and 7 Involvement & Empowerment
Expected outcomes: <ul style="list-style-type: none"> The City of London Corporation has a good understanding of the profile of its internal and external customers against the protected characteristics This understanding informs decision making and service delivery throughout the organisation, from frontline officers to senior officers and Members, allowing us to advance equality of opportunity, tackle discrimination and foster good relations between different communities and groups 	
Measure of success: <ul style="list-style-type: none"> An organisational awareness and understanding of what information is collected internally and by partners, including voluntary and community sector stakeholders Systems are being developed to collect and analyse soft and hard data /intelligence about communities, their needs and aspirations Plans are in place to collect, share and use equality information with partners Structures are in place within the organisation and across partnerships to understand community relationships and map community tensions The organisation has a clear understanding of the level of participation in public life by different communities/protected characteristics Structures are in place to ensure equality outcomes are integrated into business objectives 	

Ref	Actions	End date	Review date	Lead Officer	RAG	Comments
5.1	Support the development of a Customer Services Strategy, which includes: <ul style="list-style-type: none"> - Mapping exercise of the City of London internal and external customers - A communications plan and engagement activities - Sharing outcomes and data from engagement activities (residents insight) - How the City of London Corporation will learn from feedback/complaints - What capturing and sharing of data is there with partners and commissioned providers. 	July 2017		DCCS	Green	Chris Earlie is leading on the development of the Customer Services Strategy is being developed and will invite officers from the E&I Board to contribute to this agenda.
5.2	An 'equalities data' page on the E&I Colnet hub which signposts CoL staff to Joint Strategic Needs Assessment (JSNA), City residents profiles, surveys and other types of engagement information that inform decision making and service delivery	July 2017		DCCS	Green	MB to work with Internal Communications to develop the new webpage on the E&I hub
5.3	Share information gathered through the completion of the Public Sector Equality Duty Annual Return and discussion with the Equality Representatives on 'Equalities data' page on Colnet	October 2017		DCCS	Green	Part of E&I hub update
5.4	Sharing equalities information of CoL communities (plus the communities in other boroughs that we deliver in) on 'Equalities data' page on Colnet	October 2017		DCCS	Green	Part of E&I hub update
5.5	Work with the Head of Strategy and Performance to identify how we can more effectively capture corporate performance data about our communities.	July 2017		DCCS	Amber	To be reviewed for next E&I Board meeting in July 2017
5.6	Compliments and complaints process / templates – capturing monitoring information to address issues relating to groups with protected characteristics Ensure that the complaints procedure that must be followed in respect of a complaint made by members of the public under the fluency duty is put in place	April 2017		Angela Roach	Red	Outstanding
5.7	Develop further training/guidance/case studies on how service user consultation/feedback can effectively shape service delivery	October 2017		DCCS	Green	Part of E&I hub update

Challenge 6: Training & development opportunities relating to equality and inclusion raise staff and manager awareness both at induction and on a regular basis

Lead:	HR
Relevant plans and reference to Equality Framework for Local Government/liP	liP Standard – 2 Learning & Development Strategy, 8 Learning & Development and 9 Performance Measurement

Expected outcomes:
<ul style="list-style-type: none"> Staff understand their roles and responsibilities in relation to the Equality Act 2010 and readily apply these principles to their day-to-day work Managers with responsibility for service delivery complete further equality and inclusion training on the Equality Act 2010

Measure of success:

Ref	Actions	End date	Review date	Lead Officer	RAG	Comments
6.1	Requirement for all staff and managers to complete mandatory e-learning on 'Equality in the Workplace' on City People	End Aug 2018	Sept 18	HR	Green	Currently 576 completed; 104 in progress; 22 registered but not started; all staff in scope (April 18)
6.2	Encourage managers to complete the 'Equality Act 2010' and 'Equality Analysis' and Diversity training for managers through an E&I Colnet campaign	End Aug 2018	Sept 18	Chief Officers DCCS/HR	Green	EA 2010 72 complete; 9 in progress; 17 not started 1074 in scope Equality analysis 49 Completed; 10 in progress; 22 not started. 1074 in scope (April 18)

6.3	A further briefing session with Chief Officer Group to clarifying the possible consequences of non-compliance with Public Sector Equality Duty, with case studies of judicial reviews/challenges	Dec 2018		DCCS/HR	Green	To be undertaken with Legal input following audit
6.4	Sharing of good practice guidance and examples on meeting the Public Sector Equality Duty through E&I reps and the E&I hub	October 2017		DCCS	Green	Part of E&I hub update
6.5	Provide more face-to-face training on completing an Equality Analysis and a broader range of equalities training, including customer insight and stakeholder engagement	October 2017		DCCS	Amber	To be reviewed for next E&I Board meeting in July 2017
6.6	Using our middle and senior managers to provide mentoring and coaching for under-represented groups (By June 19) Developing coaching skills is key to ensuring that managers can ensure a high quality work experience opportunity as well as developing their people manager skills in general. .	June 19		HR	Green	
6.7	Development of the revised performance review framework (nine box grid) maintains a focus on E&I.	Dec 18		HR	Green	
6.8	Scope the possibility of an equality and inclusion staff conference as part of City Learning Live	By March 19		HR L/D	Green	
6.9	Create an induction leaflet on equality and inclusion, including content from the Annual Report and the Staff Diversity Networks	December 2018		HR L/D	Green	
6.10	Develop Unconscious bias training Online short course available for all staff Inclusion in Recruitment and Selection, coaching conversations and the new managers training. Masterclasses				Green	

Challenge 7: Staff networks foster an inclusive, engaging and supportive work environment

Lead:		HR				
Relevant plans and reference to Equality Framework for Local Government/liP		EFLG Knowing your communities liP Standard – 5 Management Effectiveness and 7 Involvement & Empowerment				
Expected outcomes: <ul style="list-style-type: none">All employees are aware of the existence of the Staff Diversity Networks and are freely able to participate in them						
Measure of success: <ul style="list-style-type: none">The organisation creates opportunities for a range of communities to be involved in decision makingThe organisation has assessed all aspects of the working environment to ensure that the needs of all its employees are met						
Ref	Actions	End date	Review date	Lead Officer	RAG	Comments
7.1	Consult the Staff Diversity Networks on their section of the E&I Action Plan	June 2018	Sept 18	HR	Green	To be consulted ahead of E&I Board
7.2	Involve the Staff Networks in E&I stakeholder discussions including policy development as appropriate.	Ongoing		HR	Green and on going	The networks continue to be consulted on policy development and review and guidance as appropriate. The networks are also invited to the range of focus groups and consultation exercises on a range of range of HR issues and topics.
7.3	Source appropriate L&D interventions to support the network leads in their role.	Ongoing		HR	Green	
7.4	Staff Networks to provide an annual report to the E&I Board	June 2018		HR	Amber	Progress has been made and all do provide regular updates although not all provide an annual report as such
7.5	The E&I Board to provide more support to increase the Staff Diversity Network membership e.g. an equalities induction leaflet, 60 second interviews with Network Chairs	On going August 2018		HR	Green on Going	Information is included as part of induction of staff. COPA awards included a new award for E&I and networks were

						specifically mentioned as an example of commitment. Staff network float Also see comms actions below.
7.6	Develop the business case for a new DE&I consultant to support the staff network and to reach out to city firms to develop staff networks and work collaborate sharing best practice hosting events etc.	July 18		HR	Green	
7.7	Register to be a to Stonewall Diversity Champions	December 2018		HR		

Challenge 8: The organisation effectively communicates and promotes a clear commitment to advancing equality and fostering good relations across all local communities to staff, partners and service users

Lead:		Internal Communications/DCCS					
Relevant plans and reference to Equality Framework for Local Government/liP		Leadership, partnership and organisational commitment – effective communication liP Standard – 1 Business Strategy, 3 People Management Strategy and 5 Management Effectiveness					
Expected outcomes: <ul style="list-style-type: none">• The organisation communicate its commitment to promoting equality• Key publications reflect the organisation’s commitment to equality and fostering good relations• Better communication between all layers of the Corporation from frontline officers to Chief Officers on equality and inclusion							
Measure of success: Communications promote a clear commitment to advancing equality and fostering good relations across all local communities (1.8)							
Ref	Actions	End date	Review date	Lead Officer	RAG	Comments	

8.1	Bi-monthly catch ups between internal communications and Project and Equality Manager to support the development of the E&I Engagement Action Plan		April 2017	Internal Communications	Green	Regular catch ups being held
8.2	Six-monthly awareness raising campaigns around equality and inclusion, including regular updates as and when needed		April 2017	Internal Communications	Green	First awareness raising campaign delivered in March
8.3	Regular Colnet articles to promote the equality and inclusion agenda in the department: <ul style="list-style-type: none"> - 60 second interviews with Equality Representatives - 'Did you know' equality facts about the City of London Corporation - Information about E&I drop-in sessions, face-to-face training and e-learning - Promotion of E&I questionnaire 	Ongoing		Internal Communications	Green	
8.4	Review all content relating to equality and inclusion on Colnet and corporate site to ensure that it is up-to-date	Ongoing		DCCS/Internal Communications	Green	
8.5	Support the networks to develop and update their intranet pages	Ongoing		Internal Communications	Green	
8.6	Promote the Equality and Inclusion Annual Report on the intranet and corporate site through 60 second interviews, insight lunches and site visits to recognise the role of Equality Representatives and good practice around meeting the Equality Duty at the City Corporation	October 2017 December 2017		Internal Communications	Green	Will be completed following Annual Report publication on corporate site and Colnet
8.7	Working with Internal Communications to raise awareness of the E&I hub on Colnet and the role of the Equality Representatives	October 2017		DCCS/Internal Communications	Green	Will be completed following Annual Report publication on corporate site and Colnet
8.8	Publish an article to outline the feedback from the E&I Staff Consultation and actions to take forward	October 2017		DCCS/Internal Communications	Green	Will be completed following Annual Report publication on corporate site and Colnet