

## **Equality and inclusion Action Plan 2019-2020**

This Action Plan, is owned by the Equality and Inclusion Board, ensures that the Equality Act 2010, is at the centre of the City of London Corporation's employment and service delivery practices and is an integral part of the way in which we work. The employment and service delivery/community objectives have been designed to focus on the delivery of the top twelve strategic priorities for 2019-20.

The aim is to present a plan that addresses priority areas and lays a solid foundation to produce a successor Equality and Inclusion (E&I) Action Plan for 2020-23. It sets out our approach for mainstreaming equality and inclusion within employment and service delivery and addresses the key aspects of the Public Sector Equality Duty.

E&I outcomes should be based on evidence of how the relevant targets have been achieved using internal and external sources including quantitative and qualitative information. These will be included as part of the business planning process. This will ensure that there is a consistent approach that provides valuable information about how departments are performing against key objectives.

Both Departmental ED&I Groups and local Diversity Staff Networks will have key roles to play in helping to deliver on our priorities and scrutinising our performance within the ED&I agenda. This 2019-20 Corporate E&I Action Plan will help us to develop and work better with both key groups, ensuring more effective policy/service implementation and a more corporate, joined up and proactive approach.

To further demonstrate how our approach to equality and inclusion, goes beyond our statutory obligations, each objective now also includes a link to how it contributes to the achievement of the relevant outcomes, contained in the Corporate Plan 2018 -23. This provides an explicit indication of how the City Corporation is embedding equality and inclusion within all areas of our work. The Plan identifies where costs are envisaged, and it should be noted that some of the actions in the Plan may lead to proposals which have costs implications, and these will be identified as and when they arise.

John Barradell  
Town Clerk and Chief Executive

Chrissie Morgan  
Director of Human Resources

Andrew Carter  
Director of Community and Children Services

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## Employment

No. Relevance to Corporate Strategy 2018-23	Objective	Actions	End date	Lead	RAG	Outcome	Cost Imps	
							Y	N
1. (3,8)	To attract, select and retain a diverse workforce and create an environment that provides open and transparent career development, pay and progression.	a) Chief Officers to work with their HR business partners and departmental equalities reps, to use the annual workforce profile, departmental HR dash boards and Gender Ethnicity and Disability Pay Gaps, to inform business plans /workforce plans and ED&I plans.	March 2020			<ul style="list-style-type: none"> <li>Departments will be given prepopulated E&amp;I action plans to which they will add their own bespoke actions. (July 2019)</li> <li>Monitoring of performance is tracked for progress and completion</li> <li>Outcomes inform interventions to remove any possible barriers that are found.</li> <li>The composition and representation amongst the workforce are more diverse across departments.</li> </ul>		✓
		b) Continue to undertake Gender, Ethnicity and Disability Pay Gap data analysis to monitor progress and identify any emerging themes and ensure a clear project plan is developed to create relevant actions.	March 2020			<ul style="list-style-type: none"> <li>There is a steady decrease in the gaps for each of the affected groups. Including mean pay and average pay</li> <li>Top quartile is more diverse by gender, ethnicity and disability</li> </ul>		✓

		<p>c) The HR Business Plan, Transformation Plan Attracting Talent project and HR BAU policies and procedures are aimed at removing possible barriers that are preventing those with protected characteristics from progressing within the organisation.</p> <p>i. Champion the business case for attracting, developing and retaining female talent and supporting new and expectant mothers in the workplace by sharing best practice.</p> <p>ii. Promote Shared Parental Leave (low take-up, government stat's, 'Share the Joy' campaign).</p> <p>iii. Government drive to promote flexible working</p> <p>iv. Recruitment campaigns to include specific consideration pre and post recruitment of addressing the pay gaps</p> <p>v. All jobs where possible are advertised as flexible or job share to encourage a diverse group of potential applicants at all levels across the Corporation</p>	<p><b>October 2019</b></p> <p><b>Dec 2019</b></p> <p><b>March 2020</b></p> <p><b>Oct 2019</b></p> <p><b>Oct 2019</b></p>			<ul style="list-style-type: none"> <li>• The Recruitment and Selection policy and managers guidance and training is revised to include the initiatives developed as part of the E&amp;I Action Plan.</li> <li>• The simplified application form for grades a – c is revised to remove any possible barriers affecting people from different protected characteristics.</li> <li>• An increase in the number of applications through to employment, from the most underrepresented groups within the workforce.</li> <li>• Improved capacity to reach applicants from different backgrounds.</li> <li>• Improved choices of roles for a diverse pool of current and potential employees.</li> <li>• A greater understanding of the pool of applicant's SM profile obtained to identify possible barriers in recruitment.</li> </ul>		✓
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		vi. Search and select recruitment to include equality monitoring data and increasing diversity of applicants. vii. Alternative R&S methods are trialled for lower graded posts and those where large responses are experienced viii. Develop a voluntary survey that applicants for positions are invited to complete.	<b>July 2019</b>  <b>March 2020</b>  <b>March 2020</b>					
		d) Supporting activities that address the Women in Finance Charter and extend the actions as appropriate to address ethnicity and disability pay gaps (also see objective 2 below): <ul style="list-style-type: none"> <li>i. Increase the opportunities for career grade progression.</li> <li>ii. Greater outreach and collaborative working with external organisations</li> </ul>	<b>March 2020</b>			<ul style="list-style-type: none"> <li>45% women in senior management posts (grade G and above) by 2023</li> </ul>		✓
<b>2.</b> <b>(3,8)</b>	To promote diversity, inclusion and fairness within the workforce and service delivery and embed equality based training that will inform and enhance decision making within the City of London.	e) Seek approval to change the PSED toolkit which will be updated to include Social mobility considerations.	<b>Sept 2019</b>			<ul style="list-style-type: none"> <li>There is a greater understanding of Social Mobility at all levels and due regard to SM alongside those with protected.</li> </ul>		✓

		f) Action any recommendations arising from the PSED audit.	<b>September 2019</b>			<ul style="list-style-type: none"> <li>Decision making Governance in relation to E&amp;I Implications and PSED is clear and embedded</li> </ul>		
		g) Encourage all staff and managers to complete mandatory e-learning programmes 'Equality in the Workplace' on City People To include a Communications strategy implemented to increase knowledge about the importance of understanding Equality and inclusion across the Corporation	<b>July 2019 – September 2019</b>			<ul style="list-style-type: none"> <li>Training data shows that staff at all levels have completed mandatory training.</li> <li>Staff at all levels understand the concepts of equality and diversity, the protected characteristics, different forms of discrimination.</li> <li>Staff at all levels understand their duties under the Equality Act 2010</li> </ul>		✓
		h) Provide a wider range of leadership development skills for aspiring women leaders.				<ul style="list-style-type: none"> <li>Increased number of women progressing into more senior roles</li> </ul>		✓
		i) Scope out and pilot the development of targeted mentoring/ reverse mentoring initiative to address known barriers to retention and progression for staff from underrepresented groups (BAME, Disability and Sex)	<b>March 2020</b>			<ul style="list-style-type: none"> <li>Up to 4 employees have been mentored (including reverse mentoring)</li> <li>The outcomes tracked to for impact.</li> </ul>		✓
<b>3.</b> <b>(3,8,9)</b>	To increase the level of equality data held on our staff to allow greater understanding of the underrepresented groups across the City of London's workforce	j) Actively encourage employees to refresh their demographic data on City People especially where data held is low or there are large percentages in the unknown sections namely, Disability, Sexual Orientation and Ethnicity. Communications campaigns detailing why this information is needed and how it is stored and used.	<b>March 2020</b>			<ul style="list-style-type: none"> <li>Improved capacity to increase diversity across the corporation as the level of diversity information about the workforce is held that will highlight the main areas for targeted consideration</li> <li>Increased numbers of departments employing under-represented groups</li> </ul>		✓

		k) Utilise the influence of the Staff Networks to engage with their members to complete/update their information on City People	<b>March 2020</b>			<ul style="list-style-type: none"> <li>• Networks influence is highlighted, and membership is increased.</li> </ul>		✓
<b>4.</b> <b>(3,4,9)</b>	To develop an inclusive and transparent approach to engagement with our Staff Networks	l) Involve the Staff Networks in Equality and Inclusion stakeholder discussions including policy development as appropriate.	<b>March 2020</b>			<ul style="list-style-type: none"> <li>• Network members feel included in decision making and are encouraged to engage in policy development.</li> <li>• Network members are able to really champion the networks and feel empowered to make real change across the Corporation</li> </ul>		✓
		m) Staff Networks to provide an annual report to the ED&I Board detailing past achievements to date and plan for future development	<b>Sept 2019</b>			<ul style="list-style-type: none"> <li>• Network Leads are able to utilize their roles as a learning and development opportunity/ capacity building activity which is an enhancement to their substantive role</li> </ul>		✓
		n) Create an induction booklet on equality and inclusion, including content from the Annual Report and the Staff Diversity Networks	<b>July 2019</b>			<ul style="list-style-type: none"> <li>• Increased Internal and External Stakeholders engagement which shares best practice and encourages greater capacity for collaborative working.</li> </ul>	✓	
<b>5.</b> <b>(2,3,4,10)</b>	Utilise innovative and aspirational programmes to become leaders in Equality and inclusion.	o) Utilise the Stonewall Diversity Champions membership and Workplace Index process to assess the Corporations progress on the LGBTQ+ issues	<b>Sept 2019</b>			<ul style="list-style-type: none"> <li>• Submission completed, identified areas for improvement developed into a workplan, with clearly identified future progress.</li> </ul>	✓	✓
		<ul style="list-style-type: none"> <li>• Build on the Disability Confident Employers process to work towards achieving future Leaders status and Champion Disability Equality across the City.</li> </ul>	<b>March 2020</b>			<ul style="list-style-type: none"> <li>• Highlighted areas for development from the Disability Confident Leaders process, progressed into future action plans</li> </ul>	✓	

		<ul style="list-style-type: none"> <li>• Race at Work Charter', committing the Corporation to sign up to a set of principles and actions on encouraging the recruitment and progression of BAME employees</li> </ul>	<b>Dec 2019</b>			<ul style="list-style-type: none"> <li>• Staff at all levels are aware of the Race Charter and understand their role in its implementation</li> </ul>		✓
<b>6.</b> <b>(2,3,4,8)</b>	Managing an ageing workforce. One in seven workers are over the age of 65 across the UK. The changing needs of older employees with state pension age continuing to rise, the lifecycle of employees is changing.	<ul style="list-style-type: none"> <li>• Produce a series of awareness programmes about flexibility in working practices. Promote greater emphasis on improved health support services and wellness initiatives and more suitable benefits packages targeted at the older demographic.</li> <li>• Campaign to help remove the stigma surrounding conversations about the menopause, prostate cancer and mental health for example.</li> </ul>	<b>March 2020</b>			<ul style="list-style-type: none"> <li>• A series of awareness programmes about flexibility in working practices, greater emphasis on improved health support services and wellness initiatives that identifies more opportunities for greater personal fulfilment.</li> </ul>	✓	

### Service Delivery & Community (also see 2 above)

<b>7.</b> <b>(9,10)</b>	<p>a) To undertake a corporate review of the Corporation's policy and practice on the monitoring of service delivery</p> <p>b) To ensure that appropriate community</p>	<p>Each Department to review what they monitor (and by what protected characteristics) across their existing service delivery and community facilities/activities</p> <p>Each Department ensures that their consultation, engagement and involvement activities/events are</p>	<p><b>March 2020</b></p> <p><b>March 2020</b></p>			<ul style="list-style-type: none"> <li>• Service monitoring in service delivery policy and procedure agreed</li> <li>• New core corporate monitoring categories agreed</li> <li>• Business case procedure agreed for applying proportionality in deciding</li> </ul>		✓
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	consultation, engagement and involvement activities/events are monitored (using the concept of 'proportionality') by the appropriate spread of equalities protected characteristics in each circumstance	monitored to facilitate monitoring of attendance and feedback by the appropriate spread of equalities protected characteristics				<p>the protected characteristics monitored in any given instance</p> <ul style="list-style-type: none"> <li>• Departmental audit(s) completed for all service areas monitored and by which of the protected characteristics</li> <li>• Improved generation of ED&amp;I data/information across the Corporation</li> </ul>		
<b>8.</b> <b>(1,3,4,5)</b>	<p>To ensure that all Departments draw up and implement Trans equality/ accessibility improvement plans</p> <p>To note as good practice the City Surveyor's work in establishing gender neutral toilet facilities in two locations in the Square Mile. On an ongoing basis to ensure that Equality Analysis is undertaken where facilities are due for upgrading to ascertain whether gender neutral provision is necessary. Commissioners are</p>	<p>Each Department to agree and consult on a Trans Accessibility/equality plan covering their services</p> <p>The commitment to include compulsory consideration of gender-neutral toilet facilities be included in the City Surveyor's Departmental Trans Accessibility/equality Plan and the re-drafted Project Commissioning Guidance</p>	<p><b>Jan 2020</b></p> <p><b>Feb 2020</b></p>			<ul style="list-style-type: none"> <li>• Each Department puts in place a Trans equality/accessibility improvement plan</li> <li>• City Surveyor's include</li> <li>• Implementation of the Plans reported quarterly to DLTs/Chief Officers Group/Summit Group and Corporate Equalities Board</li> <li>• The compulsory consideration of gender-neutral facilities incorporated in the City Surveyor's Trans Plan and the procedure adopted in guidance</li> </ul>	✓	✓







	these upgrades should do this at the design stage of the project and this requirement be included in re-drafted Project Commissioning Guidance							
<b>9.</b> <b>(3,10)</b>	To monitor Departmental ED&I targets/KPIs on a quarterly basis using a RAG rating system	A schedule of ED&I targets/KPIs in the Departmental Business Plans, 2019-20, are extracted and monitored at the quarterly meetings of the Corporate Equalities Board	<b>Quarterly from Sept 2019</b>			<ul style="list-style-type: none"> <li>Corporate Strategy to prepare an updated quarterly schedule of Departmental ED&amp;I targets/KPIs</li> <li>This be reported to the Corporate Equalities Board on a quarterly basis</li> <li>Areas of slippage/lack of progress are highlighted, using a RAG system, and corrective action proposed to meet published target dates</li> </ul>		✓
<b>10.</b> <b>(5,10)</b>	To undertake a radical review/update of the City of Corporation's corporate ED&I policy statements on employment and service delivery	DCCS to review the corporate ED&I policy on service delivery and HR to review the ED&I policy on employment	<b>Jan 2020</b>			<ul style="list-style-type: none"> <li>Refreshed, re-energised and modernised policy statements put in place covering service delivery/community and employment</li> <li>These dovetail with the 2019-20 (and successor 2020-23) ED&amp;I Action Plan to present a coherent corporate framework for the</li> </ul>		✓

						delivery of ED&I in the City of London		
<b>11.</b> <b>(3,10)</b>	<p>To utilise the DCCS ED&amp;I Self-Assessment Tool and Guidance to ascertain Departmental strengths and weaknesses against the ED&amp;I agenda</p> <p>To consult internally, with key community focused services, and externally, with strategic partners, to ascertain whether there is evidence of unresolved cohesion, integration and resilience issues in the City of London area</p>	<p>Each Department to carry out a self-assessment of their equalities practice in service delivery/community and employment and put in place improvement plans based on their identified weaknesses/areas of development</p> <p>Report submitted to the Corporate Equalities Board and any necessary recommendations made for future work</p>	<p><b>Dec 2019</b></p> <p><b>Feb 2019</b></p>			<ul style="list-style-type: none"> <li>The ED&amp;I Self-Assessment Tool and Guidance, piloted in DCCS, is reviewed and amended to ensure relevance across the Corporation's service Departments</li> <li>The self-assessment process results in the production of Departmental ED&amp;I Improvement Plans for delivery in 2020-21 Report considered by Corporate Equalities Board</li> </ul>	✓	✓
<b>12.</b> <b>(5,9,10)</b>	To produce a business case for developing a proactive and innovative communications campaign, emphasising the importance of diversity to the City of London's status as a world centre of finance/business and	Costed business case completed and submitted to the Corporate Equalities Board for implementation	<b>Nov 2019</b>			<ul style="list-style-type: none"> <li>The communications strategy is agreed and</li> <li>Project delivery takes place over January-April 2020 and beyond</li> <li>Implementation results in a high-profile boost to the City Corporation's reputation and status as a leader in the field of diversity</li> </ul>	✓	

	the Corporation's key leadership role in promoting equalities & inclusion across the square mile					<ul style="list-style-type: none"> <li>Private, public and voluntary sector City partners sign up to and endorse the aims of the campaign via the principles expounded in a City of London ED&amp;I Charter</li> </ul>		
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**Key:**

**RAG rating**

<b>Red</b>		<b>No Progress to report</b>	
<b>Amber</b>		<b>Action commenced</b>	
<b>Blue</b>		<b>Action ongoing</b>	
<b>Green</b>		<b>Action completed</b>	

**Twelve outcomes contained in the [Corporate Plan 2018 – 2023](#) (greyed out outcomes are out of scope)**

<b>Contribute to a flourishing society</b>	<b>Support a thriving economy</b>	<b>Shape outstanding environments</b>
1. People are safe and feel safe.	5. Businesses are trusted and socially and environmentally responsible.	9. We are digitally and physically well-connected and responsive.
2. People enjoy good health and wellbeing.	6. We have the world's best legal and regulatory framework and access to global markets.	10. We inspire enterprise, excellence, creativity and collaboration.
3. People have equal opportunities to enrich their lives and reach their full potential.	7. We are a global hub for innovation in finance and professional services, commerce and culture.	11. We have clean air, land and water and a thriving and sustainable natural environment.
4. Communities are cohesive and have the facilities they need.	8. We have access to the skills and talent we need.	12. Our spaces are secure, resilient and well-maintained.