

<b>Committee:</b>	<b>Dated:</b>
Community and Children's Services Committee	09/10/2019
<b>Subject:</b> Equality, Diversity and Inclusion Self-Assessment and Improvement Plan	<b>Public</b>
<b>Report of:</b> Andrew Carter, Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> William Coomber – Equality, Diversity & Inclusion (ED&I) Manager	

### Summary

This report informs Members about the recent Equality, Diversity & Inclusion (ED&I) self-assessment undertaken by the Department of Community and Children's Services (DCCS) to assess compliance and performance against the Public Sector Equality Duty (PSED). The process identified areas of strength and opportunities to improve, and these are captured in an improvement plan.

It has been agreed by the Town Clerk and Chief Officers that the approach be rolled out corporately over 2019/20.

### Recommendations

Members are asked to:

- note the report.

### Main Report

#### Background

1. The PSED is contained within The Equality Act 2010 and states that, in carrying out their statutory duties, designated public authorities (which includes the City of London Corporation) must give due regard to the need to:
  - eliminate unlawful discrimination
  - advance equality of opportunity between people who share a 'protected characteristic' (see below) and those who do not share a characteristic
  - foster good relationships between people who share a protected characteristic and those who do not share a characteristic
2. The nine 'protected characteristics specified in the Act are:

- age
  - disability
  - gender reassignment
  - marriage and civil partnerships
  - pregnancy and maternity
  - race (including ethnicity, nationality and citizenship)
  - religion and belief
  - sex
  - sexual orientation.
3. A self-assessment tool was developed to enable the Department to take stock of how it is delivering against the PSED. The tool explored the elements of, and evidence supporting, compliance with the PSED. The intention being that the self-assessment process would give a clear indication of the position of each individual service, highlighting both strengths and areas for improvement. All services in the Department took part in the self-assessment process.
  4. Based on their respective results against the ED&I questionnaire template, the services included in the pilot were grouped into three tiers (A, B and C). It should be stressed that these tiers are not hierarchical, nor do they constitute some type of ED&I league table. Rather, the tiers group together those services that demonstrate broadly similar characteristics.
  5. In summary, the results were very encouraging, in the sense that all the major outward-facing services appear to be delivering against the PSED. However, the process identified a few key areas for improvement. The services in Tier B also did well, although they have different areas for improvement. Tier C is composed of support services or strategic/partnership services that do not have the same service delivery aspect to their role, and therefore do not deliver as directly as others against the PSED. Again, the process also identified some improvement areas for this group of services.
  6. The pilot ED&I self-assessment within the Department has been well received. It has proven an effective 'light touch' method of helping managers facilitate a stock take of their service's current position against the PSED, to identify strengths and areas that need improvements.
  7. Based on the experience of the Department's pilot, the Summit Group of Chief Officers has subsequently agreed that the process should be rolled out corporately in 2019/20, with all other departments undertaking ED&I self-assessments. The resultant Improvement Plans will then be put in place by the end of that period.

## **Next Steps**

8. The draft Improvement Plan (Appendix 1), based on the self-assessment, will now be implemented locally with the support of the ED&I Manager.
9. Its progress will be reported to the Departmental Leadership Team bi-annually and reported to this Committee annually.
10. The implementation will also be supported by the work of the Equalities and Inclusion Board and Corporate Equalities Action Plan.
11. The self-assessment process will be tailored and rolled out across all departments over the remainder of 2019/20.

## **Implications**

12. The ED&I self-assessment process has assisted the Department to take stock on how they are performing in delivering against the PSED. In doing so, it will enable the Department to meet this duty and deliver on the Corporation's agreed Equalities Objectives for 2016–20 to:
  - increase community engagement and improve cohesion within our communities so people feel safe
  - support the City's most disadvantaged groups and develop our understanding of our communities
  - improve the way that we listen to our communities and respond to their feedback to improve services
  - promote staff development and career progression to ensure that equality of opportunity for promotion and the development of workforce that reflects the makeup of our communities.
13. The Improvement Plan arising from the process will assist the Department to achieve against the Corporate Plan commitment to 'contribute to a flourishing society' by delivering the following outcomes:
  - People are safe and feel safe
  - People enjoy good health and wellbeing
  - People having equal opportunities to enrich their lives and reach their full potential
  - Communities are cohesive and have the facilities they need.

## **Conclusion**

14. The ED&I self-assessment developed for the Department has helped produce an accurate picture of delivery against the PSED requirements, and has highlighted

areas for improvement. In doing so, it will support the Department's ongoing commitment to equality and inclusion, and has provided a template to support this work across all other Departments.

## **Appendices**

- Appendix 1 – Department of Community and Children's Services ED&I Improvement Plan

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## **Appendix 1: Department of Community and Children's Services (DCCS) Equality, Diversity & Inclusion (ED&I) Improvement Plan**

### **Part A – Cross-Service Actions (All services in Tiers A & B)**

### **Part B – Service Specific Actions (All x 15 services)**

This Improvement Plan will be monitored at four separate levels (at the frequency indicated):

- Service level – via local management teams – quarterly duration
- Departmental level – via Departmental Leadership Team (DLT) – biannually (30 November 2019 and 28 February 2020)
- Corporate level – via the E&I Board – annually
- Member level – via CSS Committee – annually

### Part A

<b>No. 1</b>	<b>DCCS ED&amp;I Self-Assessment Process – Arising Service Improvement Plans</b>	<b>A. Tier Services</b>	<b>All Services in tiers A &amp; B</b>
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No.	Action	Outcome	Lead Officer	RAG Rating	End Date
1.1	All Service Heads to ensure that their completed self-assessments are put on file; evidence arising from the process is easily accessible; implementation of the Improvement Plan progressed via mainstream business planning systems; and regular monitoring takes place.	<ul style="list-style-type: none"> <li>• ED&amp;I Manager provides guidance and advice</li> <li>• Completed self-assessment document filed or stored online</li> <li>• Audit trail of supporting evidence assembled and easily available, if needed</li> <li>• Implementation Plan fed into business planning systems</li> <li>• Actions monitored quarterly at individual Management Teams and reported twice yearly to DLT</li> </ul>	<p>ED&amp;I Manager &amp; Heads of Service</p> <p>Heads of Service and Business Planning Leads</p>		<p><b>30 October 2019</b></p> <p><b>Quarterly biannually (ongoing)</b></p>
1.2	As part of the Corporate review, to undertake a service-level mapping of existing patterns of service monitoring and make any necessary changes.	<ul style="list-style-type: none"> <li>• A standard set of equalities categories agreed</li> <li>• Existing service monitoring mapped across the service, noting the protected characteristics used</li> <li>• Current monitoring arrangements confirmed and/or adjustments made</li> <li>• Results of the review reported</li> </ul>	Heads of Service		<b>31 March 2020</b>

		to Management Teams and to DLT at year end			
1.3	To ensure that Tests of Relevance/Equality Analysis are undertaken by the service as appropriate; and that this demonstrates that equalities have been give due regard in decision-making.	<ul style="list-style-type: none"> <li>• Tests of Relevance/Equality Analyses undertaken as appropriate in compliance with the legal requirement for 'due regard' arising from provisions of the Equality Act (2010)</li> <li>• The number of Tests of Relevance/Equality Analyses undertaken, monitored and reported to the Management Team at year end</li> </ul>	Heads of Service		<b>30 September 2019</b>  <b>Ongoing (reported after 31 March each year)</b>
1.4	Ensure that the service has specific equalities targets/key performance indicators (KPIs) in its annual business plan; and that these are performance managed.	<ul style="list-style-type: none"> <li>• Specific equalities targets/KPIs developed via business planning</li> <li>• These are routinely monitored as part of mainstream performance management processes</li> </ul>	Senior Managers		<b>31 March 2020</b>
1.5	Use supervision to review the equalities training of all staff and ensure that their training is up to date and they understand the PSED and the obligations it imposes.	<ul style="list-style-type: none"> <li>• The equalities training/development needs of all staff identified and appropriate training made available</li> </ul>	Heads of Service		<b>30 October 2019</b>
1.6	To ensure that the personal appraisal/supervision system is used to set staff clear equalities targets/objectives, linked to team, service and departmental equalities targets/KPIs.	<ul style="list-style-type: none"> <li>• Equalities included as a standard agenda item for all staff supervision sessions</li> <li>• Equalities included as an objective in annual personal appraisals</li> <li>• Staff are allocated equalities</li> </ul>	Senior Managers, Managers and Supervisors		<b>31 December 2019</b>



		<p>targets/objectives against which their performance is measured</p> <ul style="list-style-type: none"> <li>• These targets/objectives arise from the needs of the service and the positive promotion of the PSED</li> </ul>			
1.7	Access the service's workforce profile via its HR dashboard; analyse the composition of staff via the protected characteristics; and set objectives for areas of improvement.	<ul style="list-style-type: none"> <li>• Regular access to the HR dashboards established</li> <li>• Areas of under-representation identified</li> <li>• Targets/objectives are set to address those areas of under-representation</li> </ul>	Heads of service & HR Business Partner		<b>31 March 2020</b>

**Part B**

<b>No. 2</b>	<b>DCCS ED&amp;I Self-Assessment Process – Arising Service Improvement Plans</b>	<b>Tier A. Services</b>	<b>Safeguarding and Quality Assurance - Education, Culture and Skills – Adult Social Care - Children’s Social Care and Early Help - Barbican and Community Libraries- Education and Early Years -</b>
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<b>No.</b>	<b>Action</b>	<b>Outcomes</b>	<b>Lead Officer</b>	<b>RAG Rating</b>	<b>End Date</b>
2.1	To ensure that appropriate community consultation, engagement and involvement activities/events are representative of the composition of the local and business community.	<ul style="list-style-type: none"><li>• Attendance at all activities/events are monitored</li><li>• ‘Proportionality’ applied in deciding which protected characteristics are deemed essential in each instance</li><li>• Feedback analysed by the protected characteristics chosen</li><li>• Activities/events are demonstrably more representative of the local and business community</li><li>• Feedback used to review and adjust service provision to make it more relevant and accessible to all stakeholders</li></ul>	Head of Service		<b>30 January 2020</b>

<b>No.3</b>	<b>DCCS ED&amp;I Self-Assessment Process – Arising Service Improvement Plans</b>	<b>Tier B. Services</b>	<b>Commissioning</b>
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<b>No.</b>	<b>Action</b>	<b>Outcomes</b>	<b>Lead Officer</b>	<b>RAG Rating</b>	<b>End Date</b>
3.1	To ensure that contractors (whose provision is of high relevance to equality) are properly collecting, analysing and using service feedback to run/change the service provided, and that this becomes a contract condition (for such contractors).	<ul style="list-style-type: none"> <li>• City Procurement and DCCS Commissioning have worked together to ensure that it is a standard condition that (contractors in areas of high relevance to equality) collect, analyse and use service feedback/monitoring data</li> <li>• City Procurement and DCCS have worked together to amend processes and paperwork to ensure that this is tested via mainstream contract management</li> </ul>	Head of Service		<b>31 March 2020</b>
3.2	All commissioning staff to attend a briefing session examining equalities in commissioning/procurement and ways in which it can be further mainstreamed and strengthened.	<ul style="list-style-type: none"> <li>• The Commissioning Team have held an equalities briefing session before the end of September 2019</li> <li>• Detailed proposals are agreed to mainstream and strengthen equalities in the DCCS commissioning management processes</li> </ul>	Head of Service and ED&I Manager		<b>30 September 2019</b>

3.3	Ensure that relevant protected characteristics groups have access to appropriate translating and interpreting services via DCCS.	<ul style="list-style-type: none"> <li>• A framework of translating and interpreting contractors/suppliers established</li> <li>• Translating and interpreting services are available for all services and contractors to buy in to</li> </ul>	Head of Service		<b>31 March 2020</b>
3.4	Set clear and proportionate equalities targets/KPIs for contractors (with contracts of high relevance to equalities) as a mainstream part of the commissioning process.	<ul style="list-style-type: none"> <li>• All contractors are aware of the Corporation's legal obligations under the Equality Act 2010</li> <li>• All contracts of high relevance to equalities include a minimum of one proportionate diversity in employment and one proportionate service delivery equalities target/KPI</li> <li>• Equalities performance/issues are monitored via mainstream contract management</li> </ul>	Senior Managers		<b>31 March 2020</b>

<b>No.4</b>	<b>DCCS ED&amp;I Self-Assessment Process – Arising Service Improvement Plans</b>	<b>Tier B. Services</b>	<b>Housing Estates</b>
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<b>No.</b>	<b>Action</b>	<b>Outcome</b>	<b>Lead Officer</b>	<b>RAG Rating</b>	<b>End Date</b>
4.1	Assemble and make available examples of how equalities monitoring has resulted in changes/redesign of the service.	<ul style="list-style-type: none"> <li>Examples are available and used in communications, inspection processes, and publicised each year in the Corporation's annual report</li> </ul>	Head of service		<b>31 March 2019</b>
4.2	Ensure that equalities are mainstreamed in the process of commissioning appropriate Housing Estate services.	<ul style="list-style-type: none"> <li>Housing Estates have worked with DCCS Commissioning staff to review the equalities aspects of any contracted Housing Estates services</li> </ul>	Senior Managers and DCCS Commissioning		<b>31 March 2020</b>
4.3	Review existing data sets to see which of the nine protected characteristics (as appropriate) are not being reached, and employ proactive engagement methods to address any gaps.	<ul style="list-style-type: none"> <li>Existing data sets analysed</li> <li>Groups who are not currently being reached are identified</li> <li>Proactive engagement strategies are implemented to address any gaps</li> </ul>	Head of Service		<b>28 February 2020</b>
4.4	Ensure that all Housing Estates staff are aware of the complaints, discrimination and hate crime reporting system in place in the City.	<ul style="list-style-type: none"> <li>All staff given a written briefing on the systems in place</li> <li>This is followed up by raising the issue, for discussion, at individual team meetings</li> </ul>	Senior Managers		<b>31 December 2019</b>

<b>No.5</b>	<b>DCCS ED&amp;I Self-Assessment Process – Arising Service Improvement Plans</b>	<b>Tier B. Services</b>	<b>Homelessness &amp; Rough Sleepers</b>
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<b>No.</b>	<b>Action</b>	<b>Outcome</b>	<b>Lead Officer</b>	<b>RAG Rating</b>	<b>End Date</b>
5.1	Review existing data sets to see which of the nine protected characteristics (as appropriate) are not being reached and employ proactive engagement methods to address any gaps.	<ul style="list-style-type: none"> <li>Existing data sets analysed</li> <li>Groups who are not currently being reached are identified</li> <li>Proactive engagement strategies are implemented to address any gaps</li> </ul>	Head of Service		<b>28 February 2019</b>
5.2	Ensure that equalities are mainstreamed in the process of any commissioning of services.	<ul style="list-style-type: none"> <li>Staff have worked with DCCS Commissioning to review the equalities aspects of any contracted Homelessness &amp; Rough Sleeper services</li> </ul>	Senior Managers and DCCS Commissioning		<b>31 December 2019</b>

<b>No.6</b>	<b>DCCS ED&amp;I Self-Assessment Process – Arising Service Improvement Plans</b>	<b>Tier B. Services</b>	<b>Public Health</b>
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<b>No.</b>	<b>Action</b>	<b>Outcome</b>	<b>Lead Officer</b>	<b>RAG Rating</b>	<b>End Date</b>
6.1	Ensure that equalities are mainstreamed in the process of any commissioning of services by public health or via partnerships.	<ul style="list-style-type: none"> <li>• Work completed with DCCS Commissioning staff to review the equalities aspects of any contracted services</li> <li>• Partners influenced to positively promote equality in the commissioning of joint services across the City &amp; Hackney</li> </ul>	Senior Managers		<b>31 March 2019 and ongoing</b>

<b>No.7</b>	<b>DCCS ED&amp;I Self-Assessment Process – Arising Service Improvement Plans</b>	<b>Tier B. Services</b>	<b>Property Services</b>
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<b>No.</b>	<b>Action</b>	<b>Outcome</b>	<b>Lead Officer</b>	<b>RAG Rating</b>	<b>End Date</b>
7.1	Review existing data sets to see which of the nine protected characteristics (as appropriate) are not being reached, and deploy the new service-level engagement strategy to address any gaps.	<ul style="list-style-type: none"> <li>Existing data sets analysed</li> <li>Groups who are not currently being reached are identified</li> <li>Proactive engagement strategies are implemented to address any gaps</li> </ul>	Head of Service		<b>28 February 2020</b>



<b>No.8</b>	<b>DCCS ED&amp;I Self-Assessment Process – Arising Service Improvement Plans</b>	<b>Tier B. Services</b>	<b>Strategy &amp; Performance</b>
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<b>No.</b>	<b>Action</b>	<b>Outcome</b>	<b>Lead Officer</b>	<b>RAG Rating</b>	<b>End Date</b>
8.1	Review and put in place DCCS policy and practice on offering translating and interpreting services.	<ul style="list-style-type: none"> <li>• A departmental-wide policy be established on when and how translation and interpretation services are offered to service users from protected characteristic groups</li> <li>• The use of translating and interpreting services are managed according to departmental policy and practice</li> <li>• Service users with little or no English, and disabled people receive the language and translation services they need to access key services and interact with service providers</li> </ul>	Head of Service		<b>31 December 2019</b>

<b>No. 9</b>	<b>DCCS ED&amp;I Self-Assessment Process – Arising Service Improvement Plans</b>	<b>Tier C. Services</b>	<b>DCCS Business Unit</b>
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<b>No.</b>	<b>Action</b>	<b>Outcome</b>	<b>Lead Officer</b>	<b>RAG Rating</b>	<b>End Date</b>
9.1	Put in place systems to monitor: (1) the social care complaints processing; and (2) subject access requests by (an appropriate combination of) the protected characteristics.	<ul style="list-style-type: none"> <li>• Social care complaints processing is monitored</li> <li>• Subject access requests are monitored</li> <li>• The data is analysed and findings reported to DLT at the end of each year</li> </ul>	Business Unit Manager		<b>31 January 2020</b>
9.2	Use supervision to review the equalities training of all staff, and ensure that their training is up to date and that they understand the PSED and the obligations it imposes.	<ul style="list-style-type: none"> <li>• The equalities training/development needs of all Business Unit staff are addressed</li> </ul>	Business Unit Manager		<b>31 December 2019</b>

<b>No.10</b>	<b>DCCS ED&amp;I Self-Assessment Process – Arising Service Improvement Plans</b>	<b>Tier C. Services</b>	<b>Integration Programme (Social Care &amp; Health)</b>
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<b>No.</b>	<b>Action</b>	<b>Outcome</b>	<b>Lead Officer</b>	<b>RAG Rating</b>	<b>End Date</b>
10.1	Exert all possible influence to ensure that equalities are mainstreamed into the Outcomes Framework and KPIs being developed for the integrated commissioning programme.	<ul style="list-style-type: none"> <li>The City of London can point to examples where influence has been exerted to address and/or positively promote equalities via the social care and health integration programme</li> </ul>	Manager		<b>31 March 2020 and ongoing</b>

<b>No.11</b>	<b>DCCS ED&amp;I Self-Assessment Process – Arising Service Improvement Plans</b>	<b>Tier C. Services</b>	<b>Academy Development</b>
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<b>No.</b>	<b>Action</b>	<b>Outcome</b>	<b>Lead Officer</b>	<b>RAG Rating</b>	<b>End Date</b>
11.1	Exert all possible influence to ensure that equalities are mainstreamed into the Academy development programme and establishment of new Academy schools.	<ul style="list-style-type: none"> <li>The City of London can point to examples where influence has been exerted to address and/or positively promote equalities via the Academy development programme</li> </ul>	Head of Service		<b>31 March 2020 and ongoing</b>