

## **Equality and Inclusion Action Plan 2019 - 2021**

### **Appendix 6**

This Action Plan ensures that the Equality Act 2010, is at the centre of the City 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 - 2021.



The aim is to present a plan that addresses priority areas and lays a solid foundation to produce a successor Equality, Diversity and Inclusion Action Plan for 2021 - 2023. 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 (PSED).

Equality outcomes should be based on evidence of how the relevant targets have been achieved using internal and external sources including quantitative and qualitative information. Therefore, a sign-off process will be developed this year to be carried out by departments for consideration by members of the Equality and Inclusion Board. This will ensure that there is a consistent approach that provides valuable information about how departments are performing against key objectives.


Departmental Equality, Diversity and Inclusion Groups their dedicated representatives and Diversity Networks will have key roles to play in helping to deliver on our priorities and scrutinising our performance within the Equality, Diversity and Inclusion agenda. This will help us to develop and work closer with key groups, to ensure we provide more effective policies and services and develop a more cohesive and proactive approach.

To further demonstrate how our approach to equality, goes beyond our statutory obligations, each objective now also includes reference to how it contributes to the achievement of the relevant outcomes, contained in the Corporate Plan 2018 - 2023. This providing an explicit indication of how the City Corporation is embedding equality and diversity within all areas of our work.




## Employment

No. Relevance to Corporate Strategy 2018-23	Objective	Actions	End date	Evidence/Update	RAG	Outcome	Cost Implications	
							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.	<ul style="list-style-type: none"> <li>Chief Officers to work with their HR Business Partners and departmental equalities reps, to use the annual workforce profile, departmental HR dashboards and Gender Ethnicity and Disability Pay Gap findings, to inform business plans /workforce plans and ED&amp;I Plans.</li> </ul>	Ongoing	All departments have completed their individual business plans with Equality considerations contained. HR BP's provide departments with updated Dashboards monthly. However, evidence of progress has not been ascertained through the business planning process consistently.		<ul style="list-style-type: none"> <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>		✓
		<ul style="list-style-type: none"> <li>Continue to undertake Gender, Ethnicity and Disability Pay Gap data. Analyse data to identify any emerging themes and ensure a clear project plan is developed to create relevant actions.</li> </ul>	Ongoing	The Gender Disability and Ethnicity Pay Gap March 2019 were reported to Establishment Committee in December 2019. The pay gaps for March 2020 will be reported to Committee in January 2021.		<ul style="list-style-type: none"> <li>There has been a slight decrease in the gender pay, and a decrease in the disability pay gap; however, the ethnicity pay gap has reduced.</li> </ul>		✓

						<ul style="list-style-type: none"> <li>The top quartile for women has marginally increased</li> </ul>		
		<ul style="list-style-type: none"> <li>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.</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>There has been steady progress being made, the new applications form is almost ready to be built into the system. The sensitive data fields are being revised to include up to date language particularly related to gender identity. In addition to this, fields are being moved around to accommodate anonymised applications. This has been extended to include all grades. Testing of these changes were completed in September 2020.</li> <li>The Recruitment Manager is working with our TMP marketing team to help support the Corporation to</li> </ul>	●	<ul style="list-style-type: none"> <li>The Recruitment and Selection Policy and simplified application form for grades A - C is revised to remove any possible barriers affecting people from different protected characteristics.</li> <li>Different R&amp;S methods are trialled for lower graded posts and those where large responses are experienced</li> <li>An increase in the number of applications through to employment, from the most underrepresented groups within the workforce.</li> </ul>		✓

				<p>improve recruitment and selection processes.</p> <ul style="list-style-type: none"> <li>There is now new and updated wording used for agency proposals that better captures how they conduct their searches to capture a diverse pool of people particularly at the higher grades.</li> </ul>				
		<ul style="list-style-type: none"> <li>Supporting activities that address the Women in Finance Charter and extend the actions as appropriate to address ethnicity and disability pay gaps; and providing a wider range of leadership development skills for aspiring women leaders.</li> </ul>	<p><b>Ongoing to September 2023</b></p>	<ul style="list-style-type: none"> <li>Analysis of the pay gaps data shows that the main reason for the gap is in relation to there being relatively fewer women in the upper quartile. This has helped to inform our Equalities and Inclusion Action Plan activities in relation to increasing the number of women in senior positions. This has included new guidance for recruitment for grade G and above post. The target of achieving 45% of women in senior roles</li> </ul>		<ul style="list-style-type: none"> <li>45% women in senior management posts (grade G and above) by 2023</li> </ul>		✓


		<ul style="list-style-type: none"><li>• Increase the opportunities for career grade progression.</li></ul>		<p>by 2023 has been extended to 2025 No specific targets were set for disability and ethnicity when the analysis of these pays gaps were introduced for March 2019; however the actions put in place to address the women in senior positions pay gap were extended to include disability and ethnicity.</p> <ul style="list-style-type: none"><li>• Although previously explored increasing opportunities for career grade progression is being championed by the Tackling Racism Taskforce. Whilst the main focus is looking at race, the suggested interventions will also benefit women and disability if implemented fairly. The current flexible retirement scheme is one such intervention that will open opportunities</li></ul>				
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				<p>particularly at the higher grades. Department have also been asked to consider the development of more career grade posts as posts become vacant or are created as part of restructures. This will be monitored for progress.</p>				
		<ul style="list-style-type: none"> <li>Recruitment campaigns to include specific consideration of addressing the pay gaps.</li> <li>Champion the business case for attracting, developing and retaining female talent and supporting new and expectant mothers in the workplace by sharing best practice.</li> <li>Promote Shared Parental Leave (low take-up, government stat's, 'Share the Joy' campaign).</li> <li>Government drive to promote flexible working</li> </ul>	<b>March 2020 and ongoing</b>	<p>Guidance for managers on senior recruitment campaigns has been developed and is supported by the HR Business Partners.</p> <p>The suite of family friendly policies has been reviewed with significant improvements to maternity, adoption, shared parental leave and paternity leave provisions agreed by the Establishment Committee.</p>	          	<ul style="list-style-type: none"> <li>Improved capacity to reach women and parents from different backgrounds.</li> </ul>		✓
		<ul style="list-style-type: none"> <li>Currently 15% of Corporation's workforce are part time. All jobs where possible are</li> </ul>	<b>July 2019 and ongoing</b>			<ul style="list-style-type: none"> <li>Improved choices of roles for a diverse pool of current and</li> </ul>		✓













		understanding Equality and inclusion across the Corporation		knowledge across the corporation. It included an online and poster campaign. (Completed but should remain to monitor take up of new programme)		<ul style="list-style-type: none"> <li>Staff at all levels understand their duties under the Equality Act 2010</li> </ul>		
		<ul style="list-style-type: none"> <li>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)</li> </ul>	<b>March 2020</b>	<ul style="list-style-type: none"> <li>This scheme has been scoped out and has been piloted in Department of Built Environment among apprentices. The Learning and Organisational Development Team have enhanced this scheme to enable implementation to staff at all levels. It is currently being piloted by the current Lord Mayor and the Executive Director of Mansion House and CCC. (This has been completed but this objective will be revised in relation to the Tackling Racism Taskforce requirements and opened up to the wider workforce).</li> </ul>		<ul style="list-style-type: none"> <li>Up to 4 employees have been mentored (including reverse mentoring)</li> <li>The outcomes tracked for impact.</li> </ul>		✓

<p><b>3.</b> <b>(3,8,9)</b></p>	<p>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</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Communications campaigns detailing why this information is needed and how it is stored and used.</li> </ul>	<p><b>March 2020</b></p>	<ul style="list-style-type: none"> <li>• The campaign to encourage staff to add and review their data is repeated annually and increases are as follows:             <ul style="list-style-type: none"> <li>• Disability: 80% to 84%,</li> <li>• Gender: 100% to 100%,</li> <li>• Race: 84% to 86%,</li> <li>• Religion and Belief: 74% to 81% and</li> <li>• Sexual Orientation: 63% to 70% (Complete; this objective should remain and become an ongoing activity that is run annually, to increase the Corporation's ability to not only understand its workforce, but also monitor for possible inequalities among different protected characteristics).</li> </ul> </li> <li>• In addition, a targeted campaign specific to the three City Schools last year.</li> </ul>		<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>		<p>✓</p>
		<ul style="list-style-type: none"> <li>• Utilise the influence of the Staff Networks to</li> </ul>	<p><b>March 2020</b></p>	<ul style="list-style-type: none"> <li>• With the introduction of the Team site and</li> </ul>		<ul style="list-style-type: none"> <li>• Networks influence is highlighted, and</li> </ul>		<p>✓</p>





		engage with their members to complete/update their information on City People		the Diversity and Business Engagement Lead implementing monthly meetings with Chairs. The networks are very much an integral part of all communications going out to staff and can influence take up. (Complete)		membership is increased.		
<b>4.</b> <b>(3,4,9)</b>	To develop an inclusive and transparent approach to engagement	<ul style="list-style-type: none"> <li>Involve the Staff Networks in Equality and Inclusion stakeholder discussions including policy development as appropriate.</li> </ul>	<b>March 2020</b>	<ul style="list-style-type: none"> <li>The Networks have proved to be a fundamental asset to the Corporation's policy process and are able to challenge changes that they have collectively discussed and agreed upon. They were instrumental in the development of the Reasonable Adjustment Passport (RAP). They have also been involved in the revised application form, Redeployment Policy, revision of the Recruitment and Selection Policy and have been in discussions about the</li> </ul>		<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>		✓

				Bullying and Harassment Policy. (On-going).				
		<ul style="list-style-type: none"> <li>Staff Networks to provide an annual report to the ED&amp;I Board detailing past achievements to date and plan for future development</li> </ul>	<b>September 2019</b>	<ul style="list-style-type: none"> <li>All Network Chairs have completed their annual report /business plan. They report on their progress at each E&amp;I board meeting quarterly and are regularly accompanied by their sponsor. (Complete)</li> </ul>		<ul style="list-style-type: none"> <li>Network Leads are able to utilise their roles as a learning and development opportunity with career building activity that can enhance their substantive role.</li> </ul>		✓
		<ul style="list-style-type: none"> <li>Create an induction booklet on equality and inclusion, including content from the Annual Report and the Staff Diversity Networks</li> </ul>	<b>July 2019</b>	<ul style="list-style-type: none"> <li>This booklet was completed and distributed at the E&amp;I event held at Guildhall by the Diversity and Business Engagement Lead. The content was well received and is being reformatted to become a digital booklet to form part of the new Staff Network webpages. This will enable the booklet to be updated annually or as necessary. (Complete)</li> </ul>		<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	<ul style="list-style-type: none"> <li>Utilise the Stonewall Diversity Champions membership and</li> </ul>	<b>September 2019</b>	<ul style="list-style-type: none"> <li>This objective has been completed and the action plan has</li> </ul>		<ul style="list-style-type: none"> <li>Submission completed, identified areas for</li> </ul>	✓	

	become leaders in Equality and Inclusion.	Workplace Index process to assess the Corporations progress on the LGBTQ+ issues		been developed using the feedback. A task and Finish group was established in February 2020. However, as the index has been paused until 2021/22 this objective should be re-established with clear targets for change (Complete, enhance and update to ongoing).		improvement developed into a workplan, with clearly identified future progress.	✓	
		<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> <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>	<p><b>March 2020</b></p> <p><b>December 2019</b></p>	<ul style="list-style-type: none"> <li>Work has begun to look at this accreditation, but little has been completed to justify movement to the next level (move to updated plan and continue as ongoing)</li> <li>This objective was completed. However, given the establishment of the Tackling Racism Taskforce, this objective should be updated with the actions as detailed in the charter any relevant actions that</li> </ul>	 		✓	



### Key to Status

<b>Red</b>		<b>No Progress to report</b>	
<b>Amber</b>		<b>Action commenced</b>	
<b>Blue</b>		<b>Action ongoing or Business as Usual</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.