



## The City of London Corporation **Equalities and Inclusion Action Plan** January 2016 to December 2016

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

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, Head of Corporate Human Resources and Business Services [tracey.jansen@cityoflondon.gov.uk](mailto:tracey.jansen@cityoflondon.gov.uk) Moushumi Bhadra, Project and Equalities Manager (DCCS) [moushumi.bhadra@cityoflondon.gov.uk](mailto:moushumi.bhadra@cityoflondon.gov.uk) and Lorraine Burke, Interim Head of Projects & programmes (DCCS) [lorraine.burke@cityoflondon.gov.uk](mailto:lorraine.burke@cityoflondon.gov.uk)

Using a RAG (red, amber, green) system to review the progress of the action plan, all actions are currently green and are ongoing as of September 2016.

No.	What is the challenge?	Ongoing actions	Lead	Delivery	Expected Outcomes	RAG
1	A need for scrutiny and corporate oversight of equalities work across the organisation	Quarterly meetings of the Equalities and Inclusion Board chaired by the Town Clerk, to include: <ul style="list-style-type: none"> <li>• Provide regular updates on equalities to Summit meetings</li> <li>• Annual report to Summit and COG</li> <li>• Review, development and agreement of new priorities and action plan for the E&amp;I Board</li> <li>• Regular engagement with the Staff Networks and the Equality Representatives to develop the Corporation's understanding and consideration of equalities issues</li> <li>• Sign off of the annual equalities report.</li> </ul>	DCCS (MB)	On-going through to December 2016	<ul style="list-style-type: none"> <li>• Improved corporation-wide response and a joined up approach to equalities and inclusion</li> </ul>	
2	To improve corporation-wide understanding and adherence to the Public Sector Equality Duty (PSED).  Embedding equalities and inclusion in management and staff development to support the wider PSED responsibilities and to lead by example	<ul style="list-style-type: none"> <li>• Review of the existing reporting process and monitoring of the Corporation's progress against equality aims (i.e. reduce inequality, eliminate discrimination, and nurture good relations and develop cohesive communities)</li> <li>• Identify Departmental specific equality measures that can be fed in to monitoring &amp; reporting of equalities</li> <li>• Equalities training offer to be reviewed and refreshed</li> </ul>	DCCS (MB) / COs  HR (TJ) DCCS (MB) Committee Services	On-going through to December 2016	<ul style="list-style-type: none"> <li>• Fulfil the statutory PSED reporting and accessibility requirements.</li> <li>• Enhance the reputation of CoL as an organisation with a strong commitment to equalities and diversity.</li> <li>• Staff awareness of the PSED</li> <li>• Deliver equalities training to Members as part of Member Development Programme and induction of new members around the PSED</li> <li>• Committee reporting guidance to include reference to compliance with the Equality Duty and where Equality Analysis has been completed</li> </ul>	
3	To comply with the PSED and embed the consideration of equalities into the corporation's decision-making frameworks – to mainstream the process of assessing the equality implications of policy making so that it takes on a more constructive nature and informs the formulation of policy from beginning to end.	<ul style="list-style-type: none"> <li>• Put in place an on-going programme of training and support for all staff/managers who will need to undertake EAs</li> <li>• Provide briefings and guidance to members around their roles in relation to equalities in their decision making</li> </ul>	DCCS (MB) HR (TJ)  DCCS/ Committee services	December 2016	<ul style="list-style-type: none"> <li>• A set of objectives with identified measures from across all CoL departments that will enable us to track and monitor how we are progressing against the equality aims as set out in the Equality Act 2010.</li> <li>• Policy and decision making has due regard to the PSED and aims to deliver positive outcomes for people with protected characteristics.</li> <li>• Staff, managers and members are aware of requirements around the PSED to ensure</li> </ul>	

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					that due consideration is made in policy and decision making.	
4	Increase the profile of equalities, diversity and inclusion within the Corporation to support its work and outcomes for service users.	<ul style="list-style-type: none"> <li>• Progress the E&amp;I comms strategy around equalities and inclusion</li> <li>• Promote and raise awareness of the staff Networks and Equality Champions and their roles</li> <li>• Audit Department pages and content on the intranet to consolidate the resources and guidance available to support staff / managers.</li> </ul>	DTC (LMcL) / PRO / DCCS (MB) / HR (TJ)	June 2016	<ul style="list-style-type: none"> <li>• Provide staff with resources and guidance to enable them to confidently promote the equality aims in their work.</li> <li>• Opportunities are taken to raise the profile of equality &amp; inclusion and to support engagement with communities.</li> <li>• There is on-going awareness raising of the relevance of equalities issues.</li> <li>• Improvements are made around equalities communications and feedback is used to do this.</li> <li>• Colnet guidance and resources are accessible for staff and managers</li> </ul>	
5	<p>Increase employee engagement on equalities related issues</p> <p>Creating a working environment that is inclusive and values the diversity of the workforce</p> <p>Strengthen the role of equalities champions across the organisation</p>	<ul style="list-style-type: none"> <li>• Continue to support and work with the Staff Networks</li> <li>• Develop the support available to Equalities Representatives to undertake their role.</li> <li>• Support regular meetings of the Equalities Representatives (working group) to share progress, challenges and good practice and improve performance reporting</li> <li>• Equalities Representatives progress and updates to be fed into the E&amp;I Board</li> </ul>	DCCS (MB) / HR (TJ)	On-going through to December 2016	<ul style="list-style-type: none"> <li>• Improved understanding of issues from service and employment perspective, improved levels of staff engagement and job satisfaction</li> <li>• Increase the role of the Networks in supporting the embedding of equalities.</li> <li>• For the Board to support the Networks in identifying and breaking down barriers to inclusion with CoL</li> <li>• To raise the profile of equalities and diversity in employment.</li> <li>• Raise of profile of equalities and inclusion within all departments and strengthen ownership of issues</li> <li>• Staff have the opportunity to contribute to the development of the equalities agenda in employment,</li> <li>• Staff have the opportunity to network with others, to share ideas and have development</li> </ul>	

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					opportunities.	
6	Active engagement with service users, residents and employees – particularly those from protected groups – to mainstream equalities and help the corporation gather evidence to inform service development and decision-making.	<ul style="list-style-type: none"> <li>• Improve the corporation’s framework for service user engagement to embed user engagement in decision-making processes and ensure a more joined-up approach across the corporation.</li> <li>• Look at how we can capture all the engagement that happens across the Corporation to enable this information to be used to inform decision making.</li> <li>• Work with Committee &amp; Members Services to identify the ways that Committees/Boards/Members are provided with evidence of equalities consideration to inform their decision making.</li> <li>• Raise awareness of equalities issues in departmental newsletters</li> <li>• Guidance for managers on transgender issues in the workplace has been developed. Equality Representatives will be asked to provide guidance and raise awareness of potential transgender issues in relation to the PSED</li> <li>• Customer Service Delivery Group</li> </ul>	DCCS (MB)/ Corporate Performance team	December 2016	<ul style="list-style-type: none"> <li>• Better understanding of our customers to help ensure that due regard is taken in decision making</li> </ul>	
7	Embedding and ownership of equalities in employment consistently across the corporation. Continue to develop HR dashboards to analyse trends and inform HR policy review and development	<ul style="list-style-type: none"> <li>• Commence Recruitment and Selection Project to consider strategic and operational policy and processes around recruitment and selection to address underrepresentation and success rate at the shortlisting and appointing stage of the recruitment process.</li> <li>• HR dashboard data is used to inform workforce development plans</li> </ul>	HR (TJ)	December 2016	<ul style="list-style-type: none"> <li>• Recruitment &amp; Selection Strategy and operational practise reviewed and a planned programme of review and development is agreed and underway</li> <li>• Annual equalities in employment monitoring report is updated and enhanced</li> <li>• Corporate and departmental equalities action plan items are developed</li> </ul>	