

**Appendix A – Background information****Resident Services Directorate Equality, Diversity and Inclusion (EDI) Action Plan**

<b>Action Plan in response to:</b>	Equality, Diversity and Inclusion Board
<b>Date action plan developed:</b>	April 2021
<b>Owner of EDI action plan:</b>	Resident Services Directorate
<b><u>To be monitored and reviewed by:</u></b>	<u>Hassina Malik, EDI Lead &amp;</u> <u>Paul Wickens, Residents Services, Director Change and Strategic Delivery</u>

## Resident Services EDI Plan

**To promote a working culture that is inclusive for all staff, where every single member of staff is heard, respected, appreciated and made to feel comfortable to be themselves in the work setting, and can contribute positively to the business operation and success of the Directorate**

- 1. To create forums and clear mechanisms to report staff experiences of discrimination, offer to include access to support formally and informally.**
- 2. To increase the representation of the Black, Asian and multi-ethnic communities within the directorate particularly in senior roles.**
- 3. To increase the number of disabled staff through recruitment and improve sharing of personal diversity metrics on disability via Oracle and the Staff Survey**
- 4. To ensure that we focus on how we attract, recruit, retain and progress women, exploring how our underlying culture including our facilities encourages this aim.**
- 5. To improve the number of people sharing their sexual orientation in Oracle and/or Staff Survey**
- 6. To Consider a development programme for LGBT+ leaders of tomorrow and inspiring leaders.**
- 7. To raise awareness of the support available to Carers amongst staff and managers within Resident Services**
- 8. Increase the balance of age distribution across Resident Services.**

EDI Metric	Objectives	Actions	Lead	Evidence assurance and desired outcome	Review	Progress January 2022
<b>Race</b>	<p>1. To have clear forums and reporting mechanisms for any issues in the workplace of discrimination and access to support formally and informally.</p> <p>2. To increase the representation of Black Asian Minority Ethnic staff in the work force, particularly in senior roles.</p>	<ul style="list-style-type: none"> <li>• Heads of Service and the Black, Asian and Multi-ethnic staff forums to work in partnership to review and create new processes and policies with an EDI focus that promotes inclusion and positive aspects for Black Asian Minority Ethnic staff and residents.</li> <li>• Undertake a review of the Black and minority staff grades in the directorate and compare this with the Council profile to see if there are any disparities and set baselines and annual targets to address these</li> <li>• Increase number of Black Asian Minority Ethnic candidates for job opportunities and apprenticeships</li> <li>• Increase secondment opportunities for BAME staff as part of career development</li> <li>• All staff need to attend mandatory Anti-Racism training</li> <li>• All managers to have EDI management training – confirm training package, managers to attend</li> <li>• Create forums for Black Asian Minority Ethnic staff to share lived experience and support learning and development</li> <li>• Lambeth Black Asian Minority Ethnic management programme <b>(coordination)</b></li> <li>• Independent reporting process for all staff that relate to any issues of discrimination on grounds of race or ethnicity.</li> <li>• Reviewing procedures on escalation and blind investigation, mystery shopper exercise to improve management practice.</li> <li>• Quarterly review of HR data on disciplinaries, grievances, sickness, job evaluations to see if there are any disparities and set baselines and annual targets to address these</li> <li>• Training of senior management regarding the importance of racial diversity at senior manager level</li> <li>• Developing workshops, seminars, meetings and symposiums to discuss issues surrounding prejudice within the workplace, racial profiling, and unconscious bias</li> <li>• Investigate providing training with nationally recognised qualifications</li> <li>• Increase opportunities targeted at Black apprentices from Lambeth communities</li> </ul>	<ul style="list-style-type: none"> <li>• Staff</li> <li>• EDI Lead</li> <li>• Assistant Directors</li> <li>• Heads of Service</li> <li>• Directors</li> <li>• Equalities Board</li> <li>• Workforce development board</li> </ul>	<ul style="list-style-type: none"> <li>• An increase in the proportion of Black Asian Minority Ethnic staff in both middle management and senior management roles.</li> <li>• Increase in the number of Black Asian Minority Ethnic staff taking part in development opportunities. Outcome to be measured using HR workforce information.</li> <li>• Increase in staff morale identified via staff survey and HR data (grievances etc)</li> <li>• Assurance that complaints of race discrimination are investigated</li> <li>• Assurance that Black Asian Minority Ethnic workforce has equal access to development opportunities.</li> <li>• Greater representation of Black Asian Minority Ethnic employees in leadership positions.</li> <li>• Developing a targets for the recruitment of staff from ethnic minority communities</li> </ul>	June 2021	

<b>Disability</b>	To increase the number of disabled people through recruitment and improve sharing of personal diversity data on disability	<ul style="list-style-type: none"> <li>Positive recruitment and retention of disabled staff in Resident Services</li> <li>Positive recruitment of staff with disabilities to senior management roles</li> <li>Line management training on implementation of sick policy, occupational health referrals and reasonable workplace adjustments</li> <li>Provision of mandatory disability and mental health awareness training for line management</li> <li>Quarterly review of HR data on disciplinaries, grievances, sickness, job evaluations to see if there are any disparities and set baselines and annual targets to address these</li> <li>Creation of Personal Development programmes aimed towards supporting staff with disabilities and mental health conditions</li> <li>To develop workspaces within the Town Hall and Civic Centre which are suitable and adapted to those with physical impairments</li> <li>Identify and take further measures to facilitate attendance at the Town Hall and Civic Centre by staff with mobility disabilities</li> <li>Participate within the Guaranteed Interview Scheme which ensures an Interview for those with disabilities</li> <li>Directorate to work towards standards for supporting wider organisational application for disabled confident employer status</li> <li>All managers to have EDI management training</li> <li>Disability Forum Sponsorship Meetings</li> </ul>	<ul style="list-style-type: none"> <li>EDI Lead</li> <li>Staff</li> <li>Directors</li> <li>Assistant Directors</li> <li>Heads of Service</li> </ul>	<ul style="list-style-type: none"> <li>Increased percentage in staff with disabilities in Resident Services through recruitment and by more people sharing their diversity monitoring data</li> <li>Establishment of Development programme for disabled staff</li> <li>Staff views the directorate as being a disabled confident employer. Outcome to be calculated from feedback from staff surveys.</li> <li>Assurance that complaints of disability discrimination are investigated</li> <li>Well organised directorate data and contribution to organisational application for disabled confident status. Feedback from relevant stakeholders.</li> </ul>	December 2021	<ul style="list-style-type: none"> <li>February 2021: Disability Forum Sponsorships meetings have taken place</li> </ul>
<b>Gender</b>	To ensure that we focus on how we attract, recruit, retain and progress women, exploring how our underlying culture including our facilities encourages this aim.	<ul style="list-style-type: none"> <li>Increase the number of women in senior management roles within Resident Services</li> <li>Improve the recruitment and retention of women in Resident Services</li> <li>Ensure there is better gender diversity with better representation of women in Resident Services</li> <li>Provision of 'women in leadership' mentoring and leadership training for middle management women</li> <li>Quarterly review of HR data on disciplinaries, grievances, sickness, job evaluations to see if there are any disparities and set baselines and annual targets to address these</li> </ul>	<ul style="list-style-type: none"> <li>EDI Lead</li> <li>Staff</li> <li>Directors</li> <li>Assistant Directors</li> <li>Heads of Service</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of women in management and senior leadership positions. Workforce data analysis via HR can be used to assess this outcome</li> <li>Ensure women within Resident Service are aware and have access to the Lambeth leadership programme for women</li> <li>Increase in the retention rate of female staff within resident service. HR workforce data will be analysed for changes in staff retention rate and gender correlation.</li> <li>Increase in uptake of workplace mentorship by female staff within the directorate.</li> <li>Assurance that complaints of discrimination are investigated</li> </ul>	December 2021	
<b>LGBT+</b>	To increase the number of staff disclosing that they are gay, lesbian, bi, trans or non-binary  Develop a programme for LGBT+ leaders of tomorrow and inspiring leaders.	<ul style="list-style-type: none"> <li>Provide LGBT+ awareness training for all managers +staff within Resident Services- Including specialist training sessions focusing on underrepresented identities, including bi and trans* awareness trainings – mandatory for managers, with sessions available to all staff and all staff encouraged to attend</li> <li>Undertake a review of the LGBT+ staff grades in the directorate and compare this with the Council profile to see if there are any disparities and set baselines and annual targets to address these (<i>this data would also inform the Targeting and content of the Development Programme</i>)</li> <li>Establish Development Programme for LGBT+ employees particularly focusing on LGBT+ staff that are disproportionately represented in lower grades</li> </ul>	<ul style="list-style-type: none"> <li>EDI Lead</li> <li>Staff</li> <li>Directors</li> <li>Assistant Directors</li> <li>Heads of Service</li> </ul>	<ul style="list-style-type: none"> <li>Higher employee disclosure rate</li> <li>Analyse existing and HR data going forward to determine % of staff disclosing protected characteristics</li> <li>More Visible LGBT+ leadership and role models within Resident Services</li> <li>Assurance that complaints of discrimination are investigated</li> <li>The creation of more roles which specialise in the needs of the LGBTQI community, particularly in Housing estates</li> </ul>	December 2021	

		<ul style="list-style-type: none"> <li>• Work with other Directorates and HR to develop a LGBT Future Leaders Programme with particular focus on BAME, women or disabled LGBT+ staff that are under-represented in senior leadership roles</li> <li>• Work with the LGBT+ Staff Forum to ensure directorate staff communications have regular LGBT+ features / profiles of LGBT+ staff</li> <li>• Quarterly review of HR data on disciplinaries, grievances, sickness, job evaluations to see if there are any disparities and set baselines and annual targets to address these</li> <li>• Regularly invite the LGBT+ Staff Forum to Extended Managers / all staff meetings.</li> <li>• Positive recruitment of LGBT+ staff to senior management roles</li> <li>• Increase the number of LGBT+ staff in senior management roles within Resident Services</li> <li>• Highlighting and supporting the workplace adjustments and support required by those who identify as Transgender, non-conforming and non-binary and normalising these changes within the wider context of the local authority</li> <li>• Working with external agencies such as Stonewall and GALOP to support the diverse needs of those from the LGBTQI community</li> </ul>				
<b>Carers</b>	Managers to increase awareness of support available to Carers	<ul style="list-style-type: none"> <li>• Review family friendly policies to ensure they support carers</li> <li>• Ensure that line management is aware of policies and support for staff who are carers.</li> </ul>	<ul style="list-style-type: none"> <li>• EDI Lead</li> <li>• Directors</li> <li>• Assistant Directors</li> <li>• Heads of Service</li> </ul>	<ul style="list-style-type: none"> <li>• An increase in flexible working arrangements for carers across Resident Services. This will be measured using quantitative HR data.</li> <li>• To be a Carer Positive directorate measured from staff feedback via staff survey</li> </ul>	June 2021	
<b>Age</b>	Increase the balance of age distribution across Resident Services.	<ul style="list-style-type: none"> <li>• Develop the leadership and skills of employees to meet the future needs of the Directorate</li> <li>• Promote a working culture and environment that is welcoming to young professionals</li> <li>• Develop strategy to support young professionals career progression for those at PO5 and below</li> <li>• Personal development plans for younger staff</li> <li>• Ensuring that older staff within Resident Services are not overlooked for training or promotion</li> </ul>	<ul style="list-style-type: none"> <li>• EDI Lead</li> <li>• Staff</li> <li>• Directors</li> <li>• Assistant Directors</li> <li>• Heads of Service</li> </ul>	<ul style="list-style-type: none"> <li>• Better transfer of skills and experience between generations.</li> <li>• Increased staff perception of the directorate being an age friendly employer. This is to be evaluated using data obtained from staff survey.</li> <li>• Feedback from young professionals on their experience of working in the directorate obtained via staff survey.</li> <li>• Increased number of Young professionals in leadership roles in the directorate. This will be measured from relevant HR workforce data.</li> <li>• Increase opportunity for work placements within the directorate, and other areas of the organisation</li> <li>• Assurance that complaints of discrimination are investigated</li> </ul>	December 2021	
<b>All</b>		<ul style="list-style-type: none"> <li>• Create an EDI Resident Services Cross Working group</li> <li>• Job Forums to raise awareness and highlight opportunities to all staff</li> <li>• Increase EDI forum visibility within resident services management team</li> <li>• All managers to have EDI management training</li> <li>• Increase mentoring and coaching opportunities for staff within the directorate</li> <li>• Ensure that staff on existing leadership programmes have a mentor or buddy to support them with their development</li> <li>• Co-design safe spaces for staff to raise any acts of discriminatory conduct without necessarily going through the grievance route</li> <li>• Ensure staff within the directorate have access to safe spaces which meet their needs</li> <li>• Regular reporting of grievance outcomes (anonymised)</li> </ul>		<ul style="list-style-type: none"> <li>• Talent Management and Succession Planning Strategy in partnership with HR and L&amp;D to include mentoring and coaching actions</li> <li>• EDI Forum Leads attend Residents Services DMT on a quarterly rotational basis</li> <li>• Identify and implement Resident Services specific safe spaces in addition to council wide spaces to resolve any barriers identified through surveys and discussions with the forums.</li> </ul>		

