

## Introduction

As a public-service provider, a statutory body and an employer, being diverse and inclusive runs through everything we do to provide a fair, impartial and trusted service.

Our *equality standard* helps us identify any barriers that may prevent *potential* customers from accessing our service, as well as any aspects of our service that could work to the detriment of those customers who are *already* using us. And it helps to underpin our aim of building a workplace culture that actively champions the principle of respect and fairness for everyone.

In this *equality standard* we focus on three main areas:

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- leadership and approach**
- access and inclusion**
- recruitment and our diversity**

In each area, we set out key statements which describe our daily approach to equality, diversity and inclusion. We say what we do to monitor our progress against each of these statements, and the kinds of information and evidence we collect in the process.

## leadership and approach

Our board, executive and senior team share and champion our approach to equality and diversity and inclusion - leading by example.

Our approach will be enhanced through our action plan, “embedding” equality, diversity and inclusion across and within all our key services.

We expect any suppliers to have the same level of commitment to equality, diversity and inclusion. And if they don’t, we won’t do business with them.

	our standard	evidence
leadership	<ol style="list-style-type: none"> <li>1. Our board and executive have an agreed and clear commitment to equality, diversity and inclusion.</li> <li>2. This commitment is demonstrated and promoted by our board, executive and shared across the organisation and with key partners and stakeholders.</li> <li>3. Our performance against our equality, diversity and inclusion objectives is linked to <i>our commitments</i>.</li> <li>4. Our senior managers actively champion, equality, diversity and inclusion.</li> <li>5. Our leaders within the organisation are supported by appropriate training and resources, including equality and diversity training.</li> </ol>	<ol style="list-style-type: none"> <li>1. We publish our <a href="#">commitment</a> to equality, diversity and inclusion.</li> <li>2. All directors can articulate the policy and how it relates to their areas of responsibility. Publications and material for external audiences as well as internal policy documents make reference to our commitment to equality, diversity and inclusion, as and when appropriate.</li> <li>3. We share information on how the delivery of our equality, diversity and inclusion objectives are linked to our corporate performance objectives.</li> <li>4. All members of the executive and senior managers are actively involved in the communication of our equality standard and action plan within their areas of responsibility, and their actions demonstrate that commitment.</li> <li>5. Evidence of equality and diversity training and resources.</li> </ol>

<p><b>approach</b></p>	<ol style="list-style-type: none"> <li>1. Our equality objectives are aligned to who we are, what we're here for and what we do.</li> <li>2. We have adopted the nine protected characteristics for monitoring and comparison.</li> <li>3. We take account of current and future equality priorities when reviewing our business planning and process.</li> <li>4. We consider the impact on all protected characteristics (and others who may be disadvantaged) when developing new policies or services, or when revising existing ones.</li> <li>5. We adopt the social model of disability in relation to our accessibility and service standards.</li> <li>6. We operate a responsible procurement strategy in line with our commitment to equality, diversity and inclusion.</li> <li>7. We when review or renew contracts with our existing suppliers, we check their recent practice and performance around equality, diversity and inclusion.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evidence of the governance structure for "embedding" equality. Evidence of how structures / processes align equality aims and objectives with service delivery and other relevant organisational priorities.</li> <li>2. All internal strategy documents refer to protected characteristics where appropriate.</li> <li>3. Copies of business plans with reference to equality, diversity and inclusion where appropriate and relevant.</li> <li>4. Examples of the training staff are given on how to do an impact assessment - as part of business planning and review processes.</li> <li>5. The equality standard incorporates the service's commitment to the social model of disability in its access and inclusion standards.</li> <li>6. We have a well-developed and documented procurement process which requires suppliers to demonstrate good practice as part of our contract considerations.</li> <li>7. We have documented contract review procedure that includes poor performance as a deal-breaker.</li> </ol>
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## access and inclusion

We regularly review, and change where appropriate, our policies and practices in relation to the accessibility of our service. Wherever practicable, we will remove any barriers to potential customers and employees accessing and engaging with us.

We design our services to meet the needs of a diverse range of existing and potential customers. And we keep up to date with how our service impacts on customers – and the changing needs of our users and potential users.

	<b>our standard</b>	<b>evidence</b>
<b>access</b>	<ol style="list-style-type: none"><li>1. Our customer-facing information is in clear English. Information about the service is provided to potential and existing customers in a range of languages and other formats, including large print, audio tape <i>etc</i>, as and when appropriate.</li><li>2. We have adopted “content accessibility” guidelines, to ensure our website is as accessible as possible to all potential and existing customers.</li><li>3. We use imagery and language that challenges stereotypes and promotes equality.</li><li>4. We anticipate and make reasonable adjustments, so potential and existing customers can easily access and use our service.</li><li>5. Our people have regular training in equality issues relating to service accessibility.</li></ol>	<ol style="list-style-type: none"><li>1. Copies of publications, information and factsheets in different languages, as well as evidence of disability- specific material.</li><li>2. Appropriate and widely-accepted accessibility guidelines – such as the <i>W3C Web Content Accessibility Guidelines</i> have been adopted.</li><li>3. Examples of appropriate images and language in the service’s internal and external-facing material.</li><li>4. Evidence of examples of reasonable adjustments in customer service policies, standards, practices and processes.</li><li>5. Examples of equality training programmes, including (but not limited to) disability awareness sessions.</li></ol>

<b>inclusion</b>	<ol style="list-style-type: none"> <li>1. We use equality data to inform our aware-raising activities.</li> <li>2. We develop partnerships to share information, identify good practice and develop joint projects – to address any barriers in relation to access or inclusion for the nine protected characteristics and other people who may be disadvantaged.</li> <li>3. We monitor customer satisfaction across the protected characteristics and other groups to look for trends and patterns.</li> <li>4. We monitor trends and patterns at both view and decision for potential bias.</li> <li>5. Our staff receive appropriate equality awareness training and practical information as it relates to their areas of work.</li> <li>6. Our customers have equal access to our complaints procedure (<i>ie</i> complaints about the service) and we monitor trends across the protected characteristics and other groups.</li> <li>7. We check customer-service requirements have been met relating to equality diversity, inclusion (including customers in vulnerable situations).</li> </ol>	<ol style="list-style-type: none"> <li>1. We publish how equality data has informed our awareness raising programmes or projects.</li> <li>2. We publish each year the work we've done in partnership with other organisations, to improve awareness and take-up amongst under-represented groups of consumers.</li> <li>3. Reports highlighting trends or patterns from equality monitoring-data.</li> <li>4. Reports highlighting trends or patterns from equality data and any investigation or action that's been needed.</li> <li>5. Examples of equality training programmes for relevant staff and managers. Personal development records.</li> <li>6. Examples of communication materials. Data covering the levels of customer satisfaction through surveys and other monitoring and review processes.</li> <li>7. The quality assurance framework explicitly includes monitoring of equality, diversity and inclusion service related requirements, and customers in vulnerable situations.</li> </ol>
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## Recruitment and our diversity

Our people have the skills, confidence and resources required to meet the diverse needs of all our service's users and stakeholders – reflecting both the consumers we work with, as well as reflecting the diversity of central London's workforce.

We attract and recruit high-calibre applicants at all levels from a wide pool and a broad range of backgrounds. And our recruitment, development and training practices support our commitment to equality, diversity and inclusion.

	<b>our standard</b>	<b>evidence</b>
<b>recruitment</b>	<ol style="list-style-type: none"> <li>1. We assess and remove any barriers that could block talent.</li> <li>2. We make reasonable adjustments covering disability and other personal factors.</li> <li>3. Applications are monitored across the protected characteristics. Information is analysed for trends and patterns.</li> <li>4. We take positive action where our research tells us we are under-represented.</li> <li>5. We prepare job profiles for each job vacancy or promotion opportunity.</li> <li>6. We remove the personal details of candidates before short-listing.</li> <li>7. People involved in recruitment are trained to make sure they take on the best candidate and do not discriminate in the decision-making process.</li> </ol>	<ol style="list-style-type: none"> <li>1. Examples of clear and accessible adverts and job profiles.</li> <li>2. Our adverts and job profiles comply with “two ticks” standards.</li> <li>3. Reports highlighting trends or patterns from equality monitoring-data.</li> <li>4. Each year we publish demographic data about our people, and the work we've done to encourage applications from identified under-represented groups.</li> <li>5. There are documented job profiles for each advertised job vacancy or promotion opportunity.</li> <li>6. A well-developed and documented process in place, and we record and analyse demographic data of candidates and successful candidates.</li> <li>7. Copies of training material and development records to show who is able to interview.</li> </ol>

	<b>our standard</b>	<b>evidence</b>
<b>our diversity</b>	<ol style="list-style-type: none"> <li>1. We create a culture in which our people feel valued and accepted for who they are – and are confident in discussing issues of equality, diversity and inclusion.</li> <li>2. We are all informed and aware when talking about equality, diversity and inclusion issues.</li> <li>3. We are all aware of the types of reasonable adjustments that can - and should - be made for disabled colleagues.</li> <li>4. We encourage employee networks and working groups to form, to provide support to others and act as a critical friend to the organisation.</li> <li>5. We regularly monitor our diversity.</li> <li>6. There are no barriers blocking talent.</li> </ol>	<ol style="list-style-type: none"> <li>1. Feedback from staff and other sources demonstrate a culture in which people feel confident with equality, diversity and inclusion.</li> <li>2. Records of training or workshop sessions, alongside communication and strong role modelling from our board, executive and senior management team.</li> <li>3. Clear guidance and information for all. Sharing of knowledge, examples of training and good practice.</li> <li>4. Copies of terms of reference and governance structures covering employee networks and working groups. Records of where they've helped to shape our approach - both in terms of internal policies and casework approach.</li> <li>5. Each year we report on demographic data of our people. Our action plan explains our diversity goals.</li> <li>6. Evidence of mentoring programmes, use of learning and development budget. Manager and senior manager talent pool programmes.</li> </ol>