



CabinetOffice

Single Equality Scheme

2008 – 2011

March 2010 – March 2011 Review

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**Making
government
work better**

Vision and Approach

The Cabinet Office values and behaviours set out below explain how we want to work together to deliver our business effectively.

Everyone has a gender or gender identity, an age, an ethnic background and a sexual orientation. Everyone is either disabled or not – and some of us will become disabled during our working life. We may have particular religions or beliefs – or none. We may have different working patterns and different social and educational backgrounds. Many of us will have long or short term caring responsibilities. That is why the issues of equality, diversity and inclusion are relevant to each and every one of us, both in how we behave towards each other and our stakeholders and in how we approach our work.

Diversity is about respecting individuals. We should each be valuing the differences between our colleagues, investing time getting to know them and valuing their unique experiences, knowledge and skills. We should be checking ourselves for assumptions, stereotypes and other unintended negative treatment, and actively and deliberately treating everyone well.

We want to achieve a Cabinet Office where everyone is treated with fairness and respect, where everyone is able to contribute and develop and where everyone is confident about how to ensure that the work they do supports equality of outcomes for everyone in society. We want to ensure that equality, diversity and inclusion are part of our day to day business and that we all play our part in making this happen.

8. Cabinet Office Equality Priorities - 2011 Update

This is the final review of the Cabinet Office Single Equality Scheme for 2008-2011. The Scheme sets out Cabinet Office's commitments to meet our responsibilities under the equality duties on disability, gender and race.

It summarises progress made against each of the actions over the final year of the scheme as well as actions that have been ongoing over the life of the scheme.

Moving forward, the Cabinet Office is preparing for the requirements of the new Public Sector Equality Duty which will include all protected characteristics covered under the Equality Act 2010. As part of this we will review the achievements of this Scheme and consider what activity needs to be continued when setting our equality objectives.

April 2011

Corporate Services

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
<u>Financial resources</u>		<u>Owner for all actions – Corporate Services Group</u>		
Accounting policy	Assurance that application of policy is fully compliant with duties.	Assurance that government accounting legislation/policy is compliant to be obtained from Treasury.	January – March 2008	Completed
<u>Records Management</u>		<u>Owner for all actions – Knowledge and Information Management</u>		
Electronic records Management	Electronic records software compatible with all software in use in the Department. Training for staff on the management process takes account of all users' needs.	<ul style="list-style-type: none"> The software is tested for compatibility with all new and software in use. Software shortcuts instead of mouse use are available. All staff are asked about their training needs in advance of the training event. One-to-one training is provided on request. 	Ongoing Ongoing	'This work has been overtaken by the commissioning of a Workplace and Better Tools Programme set up to rationalise the Cabinet Office's Estates and ICT solutions following machinery of government changes in 2010. That programme will address accessibility issues as a priority.'

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
<u>Safe and secure working conditions for all staff</u>		<u>Owner for all actions – Corporate Services Group</u>		
Personnel Security policy	Application of policy does not provide any unreasonable obstacles to working in jobs requiring higher levels of security clearance.	<ul style="list-style-type: none"> Affected groups to be consulted. Review with Personnel Security Team and if necessary, actions to be identified. 	January – March 2008	Completed
Health & Safety policy/ Workplace strategy	Suitable facilities provided to enable people to perform their jobs effectively and to full potential.	<ul style="list-style-type: none"> Affected groups to be consulted. Review with H&S Team and EFM contract management Team and, if necessary, actions to be identified. 	January – March 2008	Completed
Access to buildings and to facilities	Improved disability access to Downing Street	Downing Street was subject of a major and comprehensive accessibility review in 2005 which was updated in March 2007. Phased programme of work planned (subject to funding) to improve accessibility in the street and around the building, and to provide additional accessible toilets and a new lift.	2008 - 2011	<p>Downing Street was subject of a major and comprehensive accessibility review in 2005 which was updated in March 2007.</p> <p>A phased programme of work is underway to improve accessibility in the street and around the building, and has already provided additional accessible toilets and made accessibility adjustment to the main passenger lift.</p> <p>70 Whitehall is currently undergoing a major refurbishment programme which is addressing a number of</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				accessibility challenges throughout the building. The changes have included an improved new entrance for staff and visitors with step free access, a fully accessible shower, more accessible WC's throughout the building, DDA compliant lifts and an induction loop for the front entrance.
<u>Communication</u>		<u>Owner for all actions – Government Communications</u>		
Press Office Communication policy	All staff are aware of the relevance of these equality issues to their communications planning and are equipped to take full account of them in developing and implementing communications strategies and plans. To build action already taken:	Produce and promote general guidance for staff to ensure that they think about these audiences when planning communications and know where to go for further help or information. We will consult appropriate networks in compiling this guidance. The Government Communication Network's (GCN) Engage programme already encourages communications professionals to develop insight into audiences. Guidance has been published on Government Communication Network's (GCN) web Knowledge Bank on communicating with diverse audiences and with people with sensory impairment.	April 2008	Completed June 08
Internal and Civil Service	All staff are aware of the	Produce and promote general guidance for staff	April 2008	Point 1 completed June 08.

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
Communications	relevance of these equality issues to their communications planning and are equipped to take full account of them in developing and implementing communications strategies and plans	to ensure that they think about these audiences when planning communications and know where to go for further help or information. We will consult appropriate networks in compiling this guidance. We are developing a masterclass and guidance pack on communications for CO networks.		Point 2 partially completed. Guidance produced, did not run master-class.
e-media team	All staff are aware of the relevance of these equality issues to their communications planning and are equipped to take full account of them in developing and implementing communications strategies and plans	Produce and promote general guidance for staff to ensure that they think about these audiences when planning communications and know where to go for further help or information. We will consult appropriate networks in compiling this guidance.	April 2008	Completed June 08

Procurement

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
<u>Procurement & Effective use of financial resources</u>		<u>Owner All Actions – Corporate Services Group</u>		
Procurement Policy	Systems in place to be assured that contractors comply with contract obligations relating to discrimination and with the intentions of the equality duties.	<ol style="list-style-type: none"> 1. Standard Contract and related documentation reviewed and strengthened. 2. Consultation with affected groups to be undertaken. 3. Assurance that government procurement policies are compliant with duty to be sought from OGC. 4. New guidance to be promulgated. 	<p>January 2008</p> <p>March 2008</p> <p>March 2008</p> <p>March 2008</p>	Achieved

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		5. Monitoring of tender responses /contractors via Management Units to be undertaken.	And ongoing monitoring	

Cabinet Office Workforce – Learning & Development, Recruitment, Equality & Diversity

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
<u>Learning & Development</u>		<u>Owner for all actions – Human Resources</u>		
The development of the Cabinet Office Learning & Development Programme	The provision of a programme that meets the needs of all those in the CO	<ul style="list-style-type: none"> • Consultation with CO staff as to what their priority L&D needs are • Piloting of all L&D events to CO staff this included specific invitations to Diversity Networks 	Phase 1 – Sept 07 Phase 2 – Nov 07	The core L&D offer was developed in consultation with staff and all courses were piloted as part of a 'learning at work' week in October 07. An evaluation report is available.
	To mainstream Diversity principles into all L&D events	<ul style="list-style-type: none"> • Equality and diversity has been considered in the design of all events within the new L&D Programme e.g. Building a winning team includes a module on valuing and exploiting the diversity of all team members and the different contributions they can make • All suppliers have been asked to mainstream equality and diversity into all programme and bespoke events that they run and develop 	Phase 1 – Nov 07	Equality and diversity has been considered in the design of all events within the new L&D Programme e.g. Building a winning team includes a module on valuing and exploiting the diversity of all team members and the different contributions they can make All suppliers mainstream equality and diversity into all programme and bespoke events that they run and develop
The delivery of the Cabinet	All staff feel that that they are able and	<ul style="list-style-type: none"> • Days of week are varied so that those 	Ongoing	All actions met

Cabinet Office Workforce – Learning & Development, Recruitment, Equality & Diversity				
Function / Policy	Desired Outcome	Actions	Timescales for action	Update
Office Learning & Development Programme	willing to attend all relevant CO L&D events	<p>with non-standard working patterns can attend</p> <ul style="list-style-type: none"> • The CO training rooms have been equipped so that they are fully accessible to all staff • Training room includes a hearing loop • The training rooms will be used as often as possible • Handouts are printed on cream paper to aid those with dyslexia • Training material is available in alternative formats on request • All reasonable requests to enable attendance will be explored and provided if possible e.g. the use of signers, alternative food, additional equipment 		
Developmental Schemes	That the CO offer and fund developmental schemes that provides greater development for specific groups of staff.	<p>To participate in</p> <ul style="list-style-type: none"> • Leaders UK • Preparing for top management • Top Management Programme • Windsor Leadership programme 	Ongoing Summer 08	<p>Numbers participated in:</p> <ol style="list-style-type: none"> 1. Leaders UK (4) 2. Preparing for top management (3) 3. High Potential Development Programme (3)
	Targeted developmental schemes for those groups underrepresented in the SCS	<p>Participation in schemes such as</p> <ul style="list-style-type: none"> • Leaders UnLtd (BME, disabled & women) • Windsor undergraduate bursary scheme 	Ongoing 2008	Numbers who participated in Leaders UnLtd (BME, disabled & women) (2) .

Cabinet Office Workforce – Learning & Development, Recruitment, Equality & Diversity				
Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		(BME) <ul style="list-style-type: none"> • META mentoring scheme (BME) • Shadow Executive Management Group (BME, disabled, women, LGB and Transgender, carers) • Thresholds mentoring programme (women) • Co-coaching - women 	Ongoing	
	That the uptake of all L&D events including those that are organised by individuals are evaluated so that the CO have a better picture of the uptake of developmental opportunities.	<ul style="list-style-type: none"> • CO L&D events are evaluated • Build this need into the specification for Shared Services • Analysis of all developmental events 	Jan 08 Nov 07 Sept 08	Quarterly L&D evaluation (including development events) reports available. L&D events will remain in the HR retained function
Mentoring Schemes	All staff to have the opportunity to be mentored within CO	<ul style="list-style-type: none"> • Appoint a provider to run a developmental mentoring scheme • Launch mentoring scheme 	January 2008 March 2008	Mentoring partnerships successfully launched. Two cohorts coordinated with 61 pairs. We had more mentors than mentees and are looking to readdress this balance.
	Roll out second cohort of Trading Perspectives – providing the SCS with insight into the issues faced by those in under-represented groups	<ul style="list-style-type: none"> • Appoint a provider to run a developmental mentoring scheme • Launch Trading Perspectives scheme (BME, disabled, LGBT, women, carers) 	Sept 07 Nov 07	Mentoring partnerships successfully piloted and roll out from April 2009. Trading Perspectives is incorporated into the mentoring scheme.
<u>Resourcing – overall departmental</u>		<u>Owner All Actions – Human Resources</u>		

Cabinet Office Workforce – Learning & Development, Recruitment, Equality & Diversity				
Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	All CO positions available to all members of staff	<ul style="list-style-type: none"> All vacancies are by default advertised as suitable for part-time &/or flexible working Part-time and flexible working leaflet produced for all staff so that they are aware of the options available 	<p>Ongoing</p> <p>March 08</p> <p>April 2011</p>	<p>The CO policy is that all vacancies are advertised as suitable for part-time & or flexible working unless there is objective justification not to do so.</p> <p>Flexible working guidance available on CabWeb</p> <p>All CO vacancies available to all members of staff apart from interim arrangement for all vacancies in the Efficiency and Reform Group (ERG) to be advertised as expressions of interest with staff in ERG only able to apply in the first instance.</p>
	Applications are actively encouraged from all groups	<ul style="list-style-type: none"> Accredited with Disability 2 ticks and the Guaranteed interview scheme for those with disabilities Take out advertorials in specialist media <ul style="list-style-type: none"> * Able magazine * Remploy * Pink Paper * Stonewall Directory * BME publications * Gender identity Application form and documentation available in alternative formats Adjustments made for 	<p>Ongoing</p> <p>Sept 07</p> <p>Nov 07</p> <p>Nov 07</p> <p>Sept 07</p> <p>June 08</p> <p>September 2008</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Managers are informed if special</p>

Cabinet Office Workforce – Learning & Development, Recruitment, Equality & Diversity				
Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		<p>those with disabilities in regards to interviews and selection assessments</p> <ul style="list-style-type: none"> • Participation in the Diversity Milkround 	April 08	<p>requirements/ arrangements need to be made. Taking into account the Equality Act requirements for applying reasonable adjustments, a consistent and integrated approach for reasonable adjustments is still applied for Senior Civil Servant (SCS) vacancies managed by Cabinet Office HR and Non-SCS vacancies handled by Shared Services.</p> <p>Impacted by move of recruitment to shared service operation. Will be integrated with new approach.</p>
	All interviewers are aware of the equality duties and legislation and the need for all interviews to be free from illegal discrimination	Mainstreamed into interviewer training	<p>Dec 08</p> <p>April 11</p>	<p>Equality and duties legislation included in recruitment training.</p> <p>Continue to keep Recruitment and Selection training updated with current and relevant Employment legislation.</p>
	All selection & assessment tools are free from unfair	New selection and assessment tools to be developed for use in CO	Oct 08	A recruitment strategy is being developed to look

Cabinet Office Workforce – Learning & Development, Recruitment, Equality & Diversity				
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	bias	<p>together with an impact assessment</p> <p>Tools to be evaluated to ensure that there is no unfair discrimination</p>	<p>April 09</p> <p>September 2009</p>	<p>at the whole end to end process on how we bring people in. In the interim recruitment and selection tools have been evaluated as fit for purpose for shared services and the retained HR function.</p> <p>Following a review of the end to end Senior Civil Servant recruitment process, a set of assessment tools were piloted.</p> <p>As these tools add value to the overall process and are free from unfair bias, they are now integral and enhancing to our overall Senior Civil Servant recruitment and selection process.</p>
Workforce Planning	No unfair bias is experienced in the workforce planning process and can be used to identify talent individuals in under-represented groups to enable targeted development	<ul style="list-style-type: none"> The new workforce planning process to be equality proofed Equality review of the workforce planning data 	<p>Oct 07</p> <p>April 08</p>	The new workforce planning pack process was developed and rolled out wef Oct 2009. The new approach uses workforce data from shared service resource management system. The WFPP are produced on a monthly basis and Business Partners

Cabinet Office Workforce – Learning & Development, Recruitment, Equality & Diversity				
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				discuss these with their individual units. Overall workforce data is analysed and reported on monthly to the Executive Management Committee to monitor progress against diversity targets and to identify any additional interventions needed to increase the diversity of the workforce.
Exit Questionnaires/ interviews	To ensure concerns of all those that leave the Department are acted upon and that any reported discrimination is acted upon	<ul style="list-style-type: none"> • HR Director to interview all members of the SCS that are leaving • Exit questionnaire to be sent out to all non-SCS with an offer of an interview • Exit questionnaire to include issues on work-life balance 	Ongoing Ongoing Oct 07	Achieved Managers should ensure all non-SCS staff complete an Exit questionnaire.
	To raise individual awareness of diversity issues	Run unconscious bias seminars within the Cabinet Office	Ongoing	Unconscious bias seminars run at 2008 learning at work event. No event organised for 2010.
<u>Workforce diversity and equality</u>		<u>Owner All Actions – Human Resources</u>		
	To improve senior accountability for Diversity within the CO	Appoint a CO Diversity Champion	Oct 08	Alexis Cleveland appointed as Diversity Champion.
		Appoint board-level diversity & equality champions with a special	Oct 08	New Board/ Director level champions

Cabinet Office Workforce – Learning & Development, Recruitment, Equality & Diversity				
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		interest in a particular diversity strand		appointed for each staff Network; role profile and reporting arrangements defined.
		Improve the quality of Management Information provided to senior managers to encourage greater ownership	Nov 07	Diversity reports for CO and at Group level are now produced. Work continues with Shared Services to develop diversity reports, to give managers access to data for their teams.
		Diversity Champion to report back to the Board every 6 months on progress made	Ongoing	Achieved
		Set up an SCS diversity team	Aug 07	The SCS diversity team has been refreshed; it is currently undertaking a refresh of the CO Diversity & Inclusion Strategy/ Action Plan and progress report for DDB. A strategy to update personal data on RM and to increase declaration rates is underway – includes intranet poll, focus groups, poster campaign, desk drops, Shared Services Super Users, communications

Cabinet Office Workforce – Learning & Development, Recruitment, Equality & Diversity				
Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				from senior leaders, diversity champions, HR, TUS, staff networks and SCS Diversity Team.
	An inclusive culture with greater openness on equality and diversity issues	<p>All diversity networks to be provided with facility time and a budget</p> <p>Allow discretion over the use of privilege days so that staff can use them for other religious holidays</p> <p>Include diversity in the CO Values and Behaviours</p> <p>Review the availability of prayer rooms in all CO buildings</p> <p>Introduce salary advance for religious festivals other than Christmas</p>	<p>Aug 07</p> <p>2008</p> <p>Nov 07</p> <p>Dec 07</p> <p>Dec 08</p>	<p>Achieved; budget held centrally to agree planned expenditure and control costs.</p> <p>Achieved; Policy on privilege days available on CabWeb</p> <p>Diversity is included in the CO values and behaviours which can be found on CabWeb</p> <p>Prayer rooms facilities were reviewed and facilities are available; need also reviewed during specifications for building refurbishment e.g. 70 Whitehall.</p> <p>Achieved. Policy available on CabWeb for salary advance for religious festivals other than Christmas</p>
	To have a workforce that is representative of	Provide additional training for the CO recruitment team	Jan 08	Regular briefings, seminars, and updates on

Cabinet Office Workforce – Learning & Development, Recruitment, Equality & Diversity				
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	the population that it serves			recruitment and changes in employment and case law; includes briefings with TSOL.
		Pilot a blind sift exercise	Oct 07	A pilot sift exercise was conducted in 2008
		Conduct further analysis of recruitment and promotion within the Co looking for barriers to the recruitment and progression of under represented groups.	Jan 08	Further analysis is ongoing over the next 6 months to analyse the barriers to the recruitment and progression of under-represented groups including socially excluded adults.
		Review the recruitment pack provided to applicants to ensure that it provides information on diversity and equality within the CO	April 2008	A review covering 2010/11 is planned to analyse the barriers to the planned recruitment and progression of under-represented groups including socially excluded adults.
			September 2011	The recruitment pack including diversity and equality information was reviewed as part of the move to a Shared Services operation.
			June 2008	4 placements were taken up in the civil service

Cabinet Office Workforce – Learning & Development, Recruitment, Equality & Diversity				
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		<p>Participate in the civil service summer development programme and summer placement scheme</p> <p>Disability awareness training is available for all staff</p> <p>Review the arrangements for disability leave</p> <p>Produce a disability toolkit to support managers in supporting their disabled staff</p>	<p>June 08</p> <p>Dec 07</p> <p>Dec 07</p>	<p>development scheme for 10/11</p> <p>Equality & Disability training available to all staff as part of new L&D core offering launched in October 2009.</p> <p>Disability leave policy reviewed and published on Cab-Web; refreshed as part of move to Shared Services.</p> <p>Disability toolkit launched and on CabWeb; review due to take place.</p>
	To have equality and diversity embedded in all HR policies and processes	<ul style="list-style-type: none"> Review the performance management system and make appropriate changes to ensure that it is fair to all and that work on diversity and equality is recognised and rewarded Equality check mid year and end year tranche marks 	<p>Oct 07</p> <p>Nov 07/May 08</p> <p>Ongoing</p>	<p>Changes to the performance assessment tool were implemented in Oct 2008 and equality proofing was carried out at the end of the reporting year in 2008 and at mid year stage.</p> <p>Improvements in equality data were seen at mid year stage following the introduction of the performance assessment tool.</p> <p>All policies and processes have</p>

Cabinet Office Workforce – Learning & Development, Recruitment, Equality & Diversity				
Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		<ul style="list-style-type: none"> HR Diversity manager to input into all changes in HR policies and processes to ensure that there is no unfair discrimination Carry out Equality Impact assessments (EIA's) to all changes to HR policies and procedures 	Ongoing	<p>been reviewed and streamlined for shared services with input from the HR Diversity manager.</p> <p>An Equality Impact assessment tool was developed in 2010. It was tested on the childcare policy and an EIA's are now completed for all policies.</p>
	Bullying and harassment is eliminated within the CO	<p>HR Diversity Manager takes action to review and revitalise the Harassment Contact Officer Network</p> <p>At least 1 member from each Network is trained as a Harassment Contact Officer</p> <p>Positive action training is offered to all staff to ensure that they are able to challenge inappropriate behaviours</p>	<p>March 08/ March 10</p> <p>March 08</p> <p>April 08</p>	<p>Complete. Network relaunched March 10</p> <p>Staff Support Officers sought from across the Cabinet Office, including staff networks.</p> <p>We trained 28 Staff Support Officers across the department.</p>
	To ensure that we have clear and consistent messages on diversity and equality	<p>Review diversity and equality pages on CabWeb</p> <p>Senior diversity champions are provided with a core brief</p> <p>Organise and run a communications masterclass for Networks</p> <p>Initiate a quarterly</p>	<p>Jan 08</p> <p>Nov 07</p> <p>Dec 07</p>	<p>SCS Diversity Team refreshing the Diversity and equality pages.</p> <p>Actioned.</p> <p>Networks and Diversity Champions involved in inputting into</p>

Cabinet Office Workforce – Learning & Development, Recruitment, Equality & Diversity				
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		<p>diversity and equality issue for 'Inside'</p> <p>Develop a co-ordinated calendar of diversity events</p> <p>Participate in external accreditation and benchmarking exercises</p> <p>Put forward nominations for the 2008 Civil Service Awards-Ensure staff Networks working together.</p>	<p>Ongoing</p> <p>Sept 09</p> <p>Sept 08 and Sep 09</p>	<p>refresh of Diversity & Inclusion Strategy; Joint Champion and SCS Diversity Team meetings to discuss common topics & issues; all-network meeting to discuss people survey results being held in April 2010.</p> <p>Achieved. Included as part of SCS Diversity Team's communications plan. Information on major festivals disseminated to staff via intranet cultural calendar.</p> <p>Members of external bench marking organisations: Stonewall and Employers' Forum on Disability.</p> <p>Nominations put forward for 2008, 2009 and 2010 civil service awards.</p>
<u>Financial & Estate Management</u>		<u>Owner All Actions – Corporate Services</u>		
Recruitment of Gateway Reviewers	Increased representation of affected group(s) in pool of Gateway Reviewers.	<ul style="list-style-type: none"> HR to be consulted about under-representation of affected group(s) at senior levels with a view to agreeing actions required to increase numbers of 	October 2007 - March 2008	Achieved

Cabinet Office Workforce – Learning & Development, Recruitment, Equality & Diversity				
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		<p>suitably qualified candidates for Gateway Reviewer pool.</p> <ul style="list-style-type: none"> Affected group (s) to be consulted. 		
<u>Recruitment for Parliamentary Counsel</u>		<u>Owner All Actions – Parliamentary Counsel Office</u>		
Parliamentary Counsel recruitment	To address any under-representation of groups of people.	<ol style="list-style-type: none"> Action taken - diversity stats for recruitment published on website. To be taken - various changes to recruitment area of website, e.g. include equality statement; discuss with Capita RAS possible enhancements/changes to recruitment literature and more diverse advertising. How monitored - regular consultation with CO diversity advisers during each stage of recruitment. 	Ongoing	Ongoing
<u>Effective Communication Specialists</u>		<u>Owner all Actions: Government Communication Network</u>		
To ensure Government Communication Network is supported with an effective people strategy	Improved evidence base	We have supported the creation of a GCN job sharers network, to help government communicators maximise their potential in working flexibly, part time and to find job share partners.		Devolved to line managers – July 2010

Policy Development and Research

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
<u>Effective Strategy and Policy Development</u>		<u>Owner All Actions – Strategy Unit</u>		
To provide strategy and policy advice to the Prime Minister. To support departments in developing strategies and policies – including helping to build strategic capability.	Strategy Unit works closely, and often jointly, with Other Government Departments and external stakeholders. Many projects culminate in a published output such as a Green or White Paper. Others influence the direction of policy rather than leading to published reports. Work is commissioned through the year by the No10 Commissioning Boards.	<ul style="list-style-type: none"> To examine the process of a typical Strategy Unit project to ensure that the process takes account of an effective equality impact assessment as part of the process. Trialling draft equality impact assessment process 	2008 March – April 2008	Complete Complete
<u>Honours System</u>		<u>Owner All Actions – Ceremonial Secretariat</u>		
To ensure that the honours system delivers recognition of deserving candidates promptly, efficiently, transparently, accountably and securely.	That the honours system is accessible to all and recognises deserving candidates, regardless of gender, race, religion / belief, sexuality, disability, gender identity or age.	<ul style="list-style-type: none"> Outreach events for women and BME candidates. Stakeholders consulted, incl. the Women’s National Commission, CRE Promote proactive targeting of all relevant groups. We aim to increase the diversity specialist honours committee members as the 	ongoing ongoing ongoing 2008-10	Ongoing. We will continue to talk to groups to promote the honours system to women, BME and local groups. In particular, we have undertaken specific communications activity with the British Chinese community, and community groups representing people from a Black African background; two

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		<p>membership is refreshed.</p> <ul style="list-style-type: none"> • Statistical data on honours is maintained on the basis of gender, age, ethnicity and regional location. • To scope with EHRC the monitoring of disability 	<p>ongoing</p> <p>2008</p>	<p>communities traditionally under-represented in the UK honours system</p> <p>Ongoing: more women have been appointed. All committee chairs are independent of government.</p> <p>Data recorded and maintained. In the last Honours List at New Year 2011, 45% of recipients were female, and 7.6% of recipients came from a BME background.</p> <p>Since birthday list 08, we have monitored disability of successful candidates.</p>
<p>To provide a high quality nomination service to the public.</p>	<p>That the nomination process is understood, accessible and available to every UK citizen.</p> <ul style="list-style-type: none"> - Nominations can be made in English or Welsh. - Guidance on nomination forms is available in Braille and anyone with literacy difficulties can provide a taped nomination provided there is 	<ul style="list-style-type: none"> • Outreach activities involving Lord Lieutenants (LL), specialist committee members and other stakeholders are being staged. This will improve local engagement. • Presentations are regularly made to LLs and other civic leaders. • Recent research has been commissioned on public's perception of the honours system. • Consideration is being given as to how to help those 	<p>ongoing</p> <p>ongoing</p> <p>Due to report in 2008</p> <p>2007-08</p>	<p>Ongoing. We have held series of presentations with Lord-Lieutenants and senior local stakeholders to engage them in the honours process.</p> <p>Report of 4th wave of research received in December 2009. Trend towards improvement in attitudes towards the honours system continues. Will carry forward ideas to increase awareness</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	<p>acceptable supporting evidence. Monitoring referred to in previous item guides any future action.</p> <p>- The honours website provides information and guidance on how to make a nomination and electronic nominations are now accepted.</p>	<p>groups where English is second language in accordance with the Government policy that all should be encouraged to use English or Welsh.</p>		<p>and understanding of how to nominate and increase accessibility of the honours nomination system</p>
<p>To respond to the "Good Neighbour MBE" initiative identified by the Prime Minister</p>	<p>To give added weight to community participation by honours nominees, and to prioritise individuals who have gone beyond excellence in their own field to put something back into the community on a voluntary basis.</p>	<p>Consideration is being given on how best to take this forward, in consultation with Communications Group and OTS</p>	<p>2007-08</p>	<p>Following the general election in May 2010, Prime Minister, David Cameron, has set his strategic priorities for the UK Honours System. He has asked that the independent committees give added weight in their deliberations to candidates who are playing their part in helping to create a Big Society. The PM has also asked that greater prominence is given to philanthropists who are making a difference to the Big Society through a sustained personal engagement.</p>
<p>To promote recognition of civilian acts of gallantry in the UK.</p>	<p>For all acts of gallantry which meet the criteria laid down to be recognised and honoured appropriately.</p>	<p>Anyone can nominate a person for a gallantry award. Guidance notes are available the Government Digital Service honours</p>	<p>Ongoing</p>	<p>Ongoing. The honours website has been migrated across to the Government Digital Service website to make the</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		website. Majority of nominations come through official channels. No specific groups have been consulted.		nominations process for gallantry awards clearer and more accessible.
To develop medals and honours policy issues.	For any policy to operate in a fair and open way towards all UK citizens.	The recommendations made in two recent reviews have now been implemented resulting in more transparency and accountability in the honours system. We continue to make any adjustments that may be needed. Stakeholders are consulted on a regular basis.	Ongoing	Continue to operate honours system in accordance with review recommendations. Honours Secretariat contains a dedicated policy team reflecting priority given to policy work.
<u>Economic and Domestic Affairs</u>		<u>Owner All Actions – Economic and Domestic Affairs Secretariat</u>		
All functions of the units business	EDS staff know when to challenge Departments on equalities issues	Awareness raising through training opportunities	March 08 and ongoing	Seminar held for all EDS staff aide memoire for all staff produced and included in induction pack
Legislative programme	All relevant legislative proposals have conducted an equality impact assessment, as required by law.	Legislation team check that impact assessments are submitted with proposed Bills. Monitored through checklist procedure.	Ongoing	All bills introduced since scheme was published have been accompanied by an impact assessment.
Pay and Workforce Team	Women's opportunities to be paid the fair rate for the job to be equitable to that of men.	<ul style="list-style-type: none"> Established dedicated unit with TSOL to build up provide expert advice on equal pay cases; using this to build knowledge of best practice and inform a public service rewards policy including equal pay 	Underway	New Government announced significant reviews of pay and pensions policy in the public sector.

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	<p>The contribution that older workers make to the workforce is optimised, negative financial impacts of aging population is strategically managed, particularly in pensions and rewards.</p> <p>Diversity of talent across all BME and migrant groups is effectively and fully utilised, racial discrimination avoided.</p>	<p>principles.</p> <ul style="list-style-type: none"> • Public Services Forum (PSF) has considered impact of aging demographic and impact on working practices and pension's reform. Further discussions to be had with trades unions and employers through PSF work programme. • Specific work area on diversity, with a focus on race, migration and disability, in PSF work programme. 	<p>May – 08 to June 09</p> <p>May 08 to June 09</p>	<p>Policy analysis and presentation to the OECD on Dec 08 on UK's approach to the ageing workforce and implications for public service reform.</p>
<p><u>Joint Intelligence Committee and Professional Head of Intelligence Assessments (PHIA) Function</u></p>		<p><u>Owner All Actions – Intelligence and Security Secretariat</u></p>		
<p>Provide a variety of objective, timely, all-source intelligence assessments for the Prime</p>	<p>JIC and ISS meetings and papers accessible to all who need to know, including</p>	<ul style="list-style-type: none"> • The JIC Secretariat Customer Satisfaction Survey will be used to identify areas for improvement. 	<p>Customer Satisfaction Survey scheduled for August 2008.</p>	<p>There was no annual customer survey after all, because it was intended to link to the annual JIC</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
Minister, Minister and Policy makers.	those with vision, hearing or mobility impairments or those with dyslexia.	<ul style="list-style-type: none"> All attendees to be asked about accessibility requirements 	Immediate and ongoing	Awayday which was cancelled because of a senior manager's absence, but there is a message on the front cover of every meeting notice and JIC draft, with a name and number to contact if anyone had special access needs.
To oversee and co-ordinate on behalf of the Security and Intelligence Co-ordinator and the JIC analytical capabilities, methodology and training in the security, defence and foreign affairs field.	PHIA-sponsored training should be accessible to all	PHIA will use accessibility as one of its criteria for endorsing training offered by other suppliers	2008	All external training provision is considered for accessibility as part of the overall suitability assessment. Ongoing as required
<u>Social Exclusion</u>		<u>Owner All Actions – Social Exclusion Task Force</u>		
Coordinate the Government's drive against social exclusion, ensuring that the cross-departmental approach delivers for those most in need	Considerable research, stakeholder involvement and consultation already undertaken on all projects. Single equality impact assessment process to assist with this further.	<ul style="list-style-type: none"> SETF trialling draft equality impact assessment tool and providing feedback on the process. Head of the SETF championing EIA process within the Cabinet Office. 	March – April 2008 and consultation ongoing	Completed
<u>Strategic</u>		<u>Owner All Actions –</u>		

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
<u>Communication</u>		<u>Government Communication Network (GCN)</u>		
<p>- Best Practice</p> <p>To ensure Government Communicators understand and apply best practice principles of strategic communication.</p> <p>GCN = Government Communication Network</p>	<p>Improved evidence base</p>	<ul style="list-style-type: none"> • Developed GCN style guide to ensure all commissioned, as well as our own, communication activity adheres to best practice accessibility. Communications outputs also available in alternative formats on request. • We have developed a Knowledge bank with best practice guidance for GCN members on how to communicate with hard to reach groups and links to the images of disability website • The redevelopment and design of the GCN website was developed to reflect the diversity of the end customer. The site complies with W3C's AA standard for accessibility. • The new Evolve/skills audit tool being developed will also be compliant. • 2007 Annual research conducted on 	<p>Completed June 2010</p> <p>Ongoing</p> <p>Completed</p> <p>March 2008</p> <p>Completed March 2008</p>	<p>Revised March 2011</p> <p>Regular up-dates in –line with best practice</p> <p>Most recent up-date completed March 2011</p> <p>GCN Career Map launched March 2010</p> <p>Completed annually until February 2010</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		<p>sample profile (400 = approx 10%) of GCN registered users to assess :- understanding and perceptions of GCN, levels of use of key GCN services, awareness, understanding and perceptions of the GCN Engage programme and key areas for development across the GCN. Responses collated by gender and ethnicity. Will be taking advice on improving evidence base for 2008 survey and how much detail can be obtained directly.</p>	Completed February 2008	
Policy Project - Development and launch of new customer service standard	<p>Aimed for use by public service managers to improve the customer/citizen experience of their service</p> <p>Ensure Equality Issues fully represented in the new standard</p>	<ul style="list-style-type: none"> • We have built into the new standard a requirement for public service organisations to understand all customer groups, particularly 'hard to reach' citizens, and tailor their services accordingly. • The new standard requires robust measurement of customer satisfaction, in order to monitor that all groups receive excellent services • Principles of fairness and equal treatment are at the heart of the 	<p>Launch Due November 07</p> <p>On going review and evaluation</p>	Achieved

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		new standard, reflected in the criteria.		
Owner All Actions – Various teams of the Civil Service Capability Group				
Achieving a diverse Civil Service		Owner Actions – Diversity Strategy Team		
Monitoring of progress under the Civil Service 10-Point Plan on Delivering a diverse Civil Service	Through the 10-Point Plan, to address issues such as under-representation, behaviour and culture, and development to achieve a diverse Civil Service	Review of departmental actions under the 10-Point Plan and report to be published.	Ongoing until October 2008	Completed
To evaluate the Civil Service 10-Point Plan on Delivering a diverse Civil Service, and to develop the post 2008 strategy	To have in place a new Civil Service strategy on diversity.	Research and consultation on a new strategy will take place in early 2008.	- Consultation and Development of the new strategy and in place by October 2008 - Monitoring new strategy 2008 – 2011.	Completed
Guidance to departments and agencies on equality and diversity best practice	To encourage consistency of best practice across departments and agencies on diversity and equality issues.	<ul style="list-style-type: none"> • Secretariat for the Diversity Champions Network • Development of good practice guidance on recruitment to SCS • Provide guidance on diversity monitoring for religion and belief and for sexual orientation • To discuss the ethnic origin monitoring categories used with the Equality and Human Rights 	Ongoing February 2008 April 2008 By June 2008	Completed

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		<p>Commission to ensure that good practice still being followed</p> <ul style="list-style-type: none"> • Promote through Civil Service website a:gender gender identity guidance • Other actions dependent on the new 2008 diversity strategy 	<p>April 2008</p> <p>2008 - 2011 (update of actions with annual reporting exercise).</p>	
Ongoing Consultation with Civil Service and external equality / diversity organisations	Ongoing dialogue with diversity organisations to ensure effective understanding of current issues and involvement for views and ideas.	<ul style="list-style-type: none"> • Regular diversity partner meetings • Meetings with CCSU • Involvement with Diversity Practitioners Network • Continued dialogue with diversity organisations involved with this scheme and others. 	Ongoing	<p>Ongoing</p> <p>Quarterly meetings held with CCSU, Diversity Practitioner Networks.</p> <p>Regular ad-hoc meetings and correspondence with CS diversity networks.</p>
Introduction of effective single equality impact assessment tool	An understood and effectively used single equality impact assessment tool in place by mid-2008 with publication of assessments.	<ul style="list-style-type: none"> • EIA tool to be trialled on policies in CSCG and HR • Department-wide guidance and training. 	<p>March – April 2008</p> <p>By end May 2008</p> <p>Evaluate in May 2009 and ongoing</p>	Completed
-Assessing organisational capability of departments		<u>Owner Actions – Capability Review Team</u>		
The Capability Model including Stakeholder engagement		<ul style="list-style-type: none"> • Carry out an equality Impact assessment of the current capability review model and current processes and make any 	During 2008	Complete

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		<p>necessary change.</p> <ul style="list-style-type: none"> Ensure that in the development of future work equality impact assessment initial screenings are carried out as part of their development and built into business planning. 		Complete
Employment and Reward		<u>Owner Actions – Employment and Reward Team</u>		
Efficiency	To ensure that equality impact is assessed on all departmental efficiency proposals	Remind / ongoing advice to departments and agencies to conduct equality impact assessments	Ongoing	Ongoing
Reward	To ensure that all departments and agencies undertake equal pay reviews	Continue to monitor departmental policies and practices	By December 2008	Complete
Health & Wellbeing	To ensure that consultation arrangements are in place and used for consultation on Civil Service policies	Consultation (with departments and affected groups) on absence related issues (i.e. sick absence and disability; gender identity; domestic violence - within both same and different sex relationships; and other violence against women issues including against in relation to transsexual / transgender.	By December 2008	Complete
Trade Union Relations	Regular discussion of diversity and equality and current issues at Union / CSCG meetings	Review of current practices to ensure that diversity / equality issues are recognised in discussions.	Ongoing	Ongoing

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
Terms and Conditions	Project scheduled to review Civil Service Management Code – consultation process included	During consultation process proactive involvement with departments' HR Directors, Unions and other stakeholders to gather broad information on equality impact.	By December 2009	Ongoing
Job Evaluation	Job evaluation training / process to take full account of equality and diversity.	<ul style="list-style-type: none"> Any new changes to the central job evaluation system are equality proofed. Ensuring that all job evaluation officers have diversity and equality training. Job evaluation literature and documents – to investigate accessible formats. 	<p>Ongoing</p> <p>By December 2009</p> <p>December 2009</p>	Equality issues are imbedded in job evaluation training.
Welfare Bodies sponsored by the Cabinet Office	To investigate whether Welfare Bodies are monitoring the diversity of their membership and of the payment / services they award / deliver	Consultation with Bodies.	By December 2009	Welfare Bodies have responsibility for their own equality plans and monitoring.
Civil Service Appeal Board	Ensuring Board representation reflects that of the Civil Service.	Raising profile of Board to encourage applications for the Board from all groups.	By December 2010	CSAB to be closed by Dec 2011 as part of the Public Bodies Review.
Internal Publications Employment and Reward Publications	To ensure that all previous publications are available in accessible formats.	Establish a full inventory of all Employment and Reward publications and make available in alternative formats.	By December 2010	Ongoing
Future SCS		Owner Actions –		

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
Leadership / Accelerated Promotion Scheme		<u>Fast Stream Marketing Team</u>		
Graduate Recruitment for Civil Service Fast Stream - Marketing	Increase numbers of applications, especially from BME groups & Disabled people	<ul style="list-style-type: none"> Tender contract for Fast Stream marketing strategy and, in conjunction with provider, put revised marketing campaign in place. Outreach activity to universities will be targeted at universities with high numbers of BME students. 	<p>In early 2008 so revised campaign in place for 2009 Fast Stream scheme</p> <p>Ongoing</p>	<p>The 2011 campaign introduced an entirely refreshed website in line with wider Fast Stream branding to engage applications.</p> <p>A targeted awareness campaign to students was undertaken including partnership with diversity networks, web- blogs, social media and campus presentations.</p> <p>Most recent published data shows applications from BME groups rising to 18.3 percent, from 14.9 per cent in 2008. The percentage of disabled applicants fell slightly to 4.7 percent, from 5.1 per cent in 2008 but the success rate for disabled applicants improved to 14.6%.</p>
Fast Stream Internship Summer Schemes	<p>1. Increase numbers of applications, especially from BME groups & Disabled people</p> <p>2. Increase numbers of successful Fast</p>	<ul style="list-style-type: none"> 2007 summer schemes participants have been consulted on their views of the schemes. The schemes are currently being evaluated and the schemes will be improved in the light of the 	Ongoing through 2008	<p>A re-designed Summer Diversity Internship Programme (SDIP) was put in place for the 2011 campaign, targeted at both BME and, now, socio-economic groups. Positive evaluation arose from the 2010</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	Stream applicants from summer schemes	<p>evaluation.</p> <ul style="list-style-type: none"> The contract for providing the schemes' training course will be re-tendered. – Work will be carried out with Departments to ensure high quality placements. 	Continuance through 2009 and 2011 to be reviewed annually.	<p>SDIP – 92% of interns indicated they would recommend the scheme to other students.</p> <p>The diversity internship coaching programme shows increasing success in converting interns to Fast Streamers – with a 44% success rate overall in 2011, comparative to 13.3% for the 2010 coaching programme.</p>
Owner All Actions – Office of the Third Sector (OTS) - Please note that third sector is now referred to as Voluntary, Community and Social Enterprise sector (VCSE)				
Driving cross-Government action to improve partnership working and ensuring better terms of engagement between Government and the VCSE	Government Departments take into account the needs of diverse VCSE organisations in their policy and programme delivery.	1. The OTS works with Other Government Departments to develop policies and programmes taking into account the needs of the VCSE. As part of this work the OTS is undertaking a detailed study on VCSE delivery of employment services, which will, where relevant and appropriate, look at the provision of services by equalities groups or for equalities groups.	1. Employment services study in place for the start of 2008	<p>1. The Employment Services study project was withdrawn as part of a revised research programme. A national survey of VCSE organisations was completed to better understand the needs of the sector and to inform cross-Government policy making. The first wave of the survey was completed in 2008 and results fully published at www.nscsesurvey.com, the results of the second wave of the survey are due to be published in May 2011.</p> <p>OCS continues to work with other Government</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		<p>2. The Compact – established to promote effective partnerships between Government and the VCSE.</p>	<p>2. Renew Compact in 2010</p>	<p>departments to help them work effectively with a diverse sector. There is now a cross-Government group on the Big Society that feeds into this work.</p> <p>OTS worked with the MoJ, DH and DCSF extensively in the development of recommendations to realise the potential of VCSE involvement in the personalisation of services.</p> <p>OCS worked with Office of Disability on a number of Issues including Right to Control.</p> <p>2. A renewed Compact was launched on 14th December 2010 along with an Accountability and Transparency Guide.</p> <p>The renewed Compact is a more streamlined and focused document than its predecessor, and is more attuned to the Coalition’s and VCSE priorities. It will play a crucial part in improving the partnership between the Government and civil society</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				organisations, for the benefit of citizens and communities. There is a section in the renewed Compact dedicated to an equal and fair society.
Investing in programmes to support the sector's development and promotion	All OTS investment programmes are accessible to a wide range of VCSE groups and the involvement of these groups is championed by the OTS.	<p>1. The OTS runs a wide range of investment programmes, engaging with a diverse range of organisations and groups in the VCSE.</p> <p>2. The OTS is committed to investing in small grants programmes for the sector through the Grassroots Grants programme. As set out in the final report of the Third Sector review, this will be as accessible to all types of community groups. The local funders being sought to run the programme will proactively reach out to small voluntary community groups in their areas, especially those not previously known or funded and those working with marginalised communities.</p>	<p>1. Evaluation of V4All summer 2008.</p> <p>2. Local funders will be appointed by July 2008.</p> <p>4. Consultation</p>	<p>1. The evaluation has been completed but not yet published.</p> <p>We ensure all OCS grant programmes are accessible to a diverse range of organisations through publicising opportunities widely and through fair and transparent application processes.</p> <p>2. Completed The Grassroots Grants Programme has now closed.</p> <p>A new Community First Programme is being set up to provide financial support for community-led projects, in targeted neighbourhoods of England with low social capital and significant deprivation.</p> <p>3. Completed.</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		<p>3. The OTS supports the sector's infrastructure through the organisation Capacitybuilders. One of Capacitybuilders key objectives in delivering the ChangeUp programme is to ensure equal access for all VCSE organisations to mainstream support services, Capacitybuilders will target resources where necessary to address the needs of particular excluded groups.</p> <p>Capacitybuilders want to see support services that reduce inequalities experienced by some communities and the organisations that serve them. This includes black, minority ethnic and refugee organisations, faith groups, women's groups, lesbian, gay bisexual and transgender bodies.</p> <p>4. The OTS invests in the promotion of the social enterprise sector. The strategic funding for social enterprise partners includes specific commitments to include the voices of black and minority ethnic social</p>	<p>with the sector on social enterprise promotion – up to April 2008.</p> <p>3.Capacitybuilders to launch new Improving Reach programme – April 2008. Ongoing evaluation and monitoring</p>	<p>4. Completed</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		<p>enterprises, to be monitored through annual reviews with strategic partners. The Social Enterprise Ambassadors programme includes inspirational women and black and minority ethnic entrepreneurs. The OTS will also consult with equalities groups in the development of new activities to promote social enterprise over the 2008-11 years.</p> <p>5. The OTS will, in its communications ensure that examples of equalities' groups successes are highlighted. The OTS has already published some of its documents in large print, Braille and in formats approved by the Plain English campaign. The OTS will continue to ensure its documents are available in different formats as appropriate and are disseminated to different audiences through contact with VCSE umbrella groups.</p>	5. Ongoing	5. OCS works with the central Cabinet Office Communications Team on all publicly available information.
Ensuring a good policy and regulatory environment for the sector.	Policy environment: 1. A third sector strategy for the years 2008-2011, that takes into account the needs of diverse groups within the VCSE, including	1. The OTS and HM Treasury conducted the largest consultation Government has undertaken with the VCSE to inform the third sector review strategy (published July 2007). Specific	1. Third sector review, published July 2007	1. Completed. The Third Sector review has now been superseded by the Coalition Government's policies on civil society. OCS staff continue to ensure that due regard is

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	<p>equalities groups</p> <p>2. OTS continues to consult and bring different voices into the policy making process, including equalities groups</p>	<p>consultation events were held with young people's organisations, faith groups, black and minority ethnic groups, lesbian, gay, bisexual and transgender communities, women's groups and disability organisations.</p> <p>The OTS will continue to take into account the needs of diverse groups in policy making. The OTS will undertake equality screening for all new policies previously unannounced through the third sector review over the CSR years, leading to partial or full Equality Impact Assessments where appropriate</p> <p>2. The OTS runs a strategic partners programme, providing core funding to a range of diverse organisations in the VCSE to ensure they can input into the development of policy. This programme continues into the 2007 CSR years</p> <p>3. The OTS is creating a new VCSE advisory group to inform policy making. The OTS will ensure that the application process for this group is open, accessible and encourages</p>	<p>2. Strategic partners programme ongoing to 2011</p> <p>3. New advisory group in place – from April 2008</p>	<p>paid to equalities issues when establishing new policies and projects. For example an Equality Impact Assessment was conducted for the Transition Fund and for the Strategic Partners programme. Equalities training has been offered to OCS staff. A cross-office equality and diversity group has been set up to champion equalities within OCS.</p> <p>2. The programme is now completed. A Strategic Partner transition programme has been set up. OCS continues to consult widely on the views of the sector and work closely with umbrella bodies.</p> <p>3. Completed. The OCS Advisory Body ran up until March 2011.</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	<p>Regulatory environment:</p> <p>1. The regulatory environment takes into account the needs of equalities groups</p>	<p>participation from a wide range of organisations. Membership of the group will be made public.</p> <p>1. For the Charities Act 2006, a Race Equality Impact Assessment was carried out, following consultation. Of particular note are the Act's reference to charitable purposes which now includes the advancement of religion and the advancement of human rights, conflict resolution or reconciliation or the promotion of religious or racial harmony or equality and diversity. The OTS will undertake a review and a report to Parliament on the operation of the Charities Act, and will include the impact on equalities groups.</p> <p>In developing secondary legislation and regulations OTS will ensure that a range of organisations have the opportunity to take part in any consultation. We will work with our strategic partners to ensure that consultation documents are available to organisations representing equalities</p>	<p>1. An evaluation of the Charities Act is due to start in 2011 which will include an assessment of the Act's impact in relation to equalities.</p>	<p>1. The Charities Act Review is due to begin by November 2011 at the latest. This will take account of the impact of the Charities Act 2006 on equalities. We have consulted widely on secondary legislation relating to exempt charities and the Charities consolidation Bill.</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		groups.		
Developing a strong evidence base and analysis to better inform work of the government and VCSE.	OTS has a clear understanding of the value of different groups in the VCSE and the needs of diverse groups in the VCSE	<p>1. The OTS is committed to establishing a national research centre on the VCSE to improve the evidence base. The specification for this centre encouraged applications that incorporated workstreams addressing the role of the VCSE in promoting engagement and participation among disadvantaged people. OTS will, where appropriate, encourage the winning tenderers to consider equalities groups in their proposed work plans.</p> <p>2. The OTS gathers and publicises information on a routine basis about the VCSE and its activities. The OTS will ensure, where possible, that information about different equalities groups is captured and disseminated.</p> <p>3. All staff in the OTS are encouraged to visit VCSE organisations to learn from the frontline. OTS staff will visit or meet at least one equalities based organisation or will speak at least one equalities based</p>	<p>1. Ongoing</p> <p>2. Ongoing – results of the second wave of the survey are due to be published in May 2011.</p> <p>3. All staff 1 visit per year</p>	<p>1. Completed. The TSRC continues to make a vital contribution to the evidence base of the VCSE, informing policy and providing analytical support for OCS as necessary. See www.tsrc.ac.uk for outputs.</p> <p>2. Completed. The second wave of the National Survey of Charities and Social Enterprises has taken place. Completed.</p> <p>3. N/A: due to the merger of OTS, SETF and Strategy Unit this measure is no longer applicable.</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		organisation/event per year in order to understand the work undertaken.		
<u>OGCIO/SIRO</u>				
Implementation of an IT professional Programme	Implementation and engagement will be carried out in keeping with best practice in the field.	<ul style="list-style-type: none"> All language used is equality and gender neutral. Equality awareness is built into the annual monitoring and review cycle. 	1 year- annual monitoring and review cycle.	All materials checked by communication professionals with knowledge of accessible communication & equality.
Communications Management <ul style="list-style-type: none"> Promoting benefits of IT Profession Ensure customer satisfaction 	Marketing and communication strategy is reaching and impacting positively on a diverse audience.	<ul style="list-style-type: none"> Diversity data has been collected as part of the Customer Satisfaction Survey. All language used is equality and gender neutral. Equality awareness can be built into the annual monitoring and review cycle. This data will be monitored annually to ensure improvement in the service offered. 	1 year- annual monitoring and review cycle.	Replaced with a full ICT Capability Strategy (commitment in ICT Strategy published March 11) due for publication by Sept 11.
Technology in Business Fast-stream Recruitment Programme <ul style="list-style-type: none"> Marketing the programme to potential applicants Manages applications for membership 	The Technology in Business Fast-stream scheme is shown to excel in recruiting to equal opportunities standards.	<ul style="list-style-type: none"> The scheme is currently marketed and designed to attract a diverse cross section of society. All language used is equality and gender neutral. Equality monitoring & awareness is built into the annual monitoring and review cycle. 	1 year- annual monitoring and review cycle.	The team are working with the General Fast Stream team and our internal communications experts to ensure that the 2012 marketing is as inclusive as possible showing the opportunities available to people from all walks of life.

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
<ul style="list-style-type: none"> Marketing to departments 		<ul style="list-style-type: none"> Equal equality monitoring will ensure any problems are detected and acted upon. 		The Disability statistics for the 2010 intake were broadly in line with those of the General Fast Stream. We do not have the statistics for the 2011 cadre yet.
Establish Government IT Academy Programme And Syllabus	To ensure the programme and syllabus are developed and delivered to show awareness/consideration of, and encourage participation by, diverse participants.	<ul style="list-style-type: none"> All language used is equality and gender neutral. Consider the need for equal opportunity monitoring once new programmes have commenced. Equality awareness can be built into the annual monitoring and review cycle. 	1 year- annual monitoring and review cycle.	The Gvt IT Academy was closed in 2010. We now use Govt's position as a major employer of IT Professionals to influence and leverage external professionalism partners such as the BCS and training providers (through eSkills UK)
Reliable Project Delivery	Awareness and consideration of how project management methodology can impact on specific groups is put into practice.	<ul style="list-style-type: none"> Equality awareness can be built into the annual monitoring and review cycle. 	1 year- annual monitoring and review cycle.	Reliable Delivery was subsumed in to the Major Projects Authority.

Secretariats

Delivery Council Contact Council	That all members have an understanding of equality duties and how the council/forums can ensure that equality issues are considered.	<ul style="list-style-type: none"> Members have access to recognised equality training. Equality issues are considered and reference made to duties where appropriate. 	By 2009	Available if appropriate The work of both councils focuses on access to public services which covers access and equality issues.
Customer Insight forum Administrative	The customer insight forum has a duty to ensure that	<ul style="list-style-type: none"> Members have access to recognised equality training. 	By 2009	Available if appropriate

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
and policy responsibilities	equality issues are given priority in relation to their work including the development of guidance and policy.	<ul style="list-style-type: none"> • That research be undertaken when relevant to gauge the extent to which customers equality issues are taken into consideration when new customer insight initiative are undertaken. 		
Development of policy, guidelines, reports and discussion documents Service design, channel strategies and other relevant areas of work	That due regard is given to equality issues and how any guidelines and policies could impact on specific groups.	<ul style="list-style-type: none"> • That staff who write policy and guidance or who have editing or clearance responsibilities understand the importance of the legislative requirements. • Have access to recognised equality training. • Research to be undertaken to test the impact of equality issues on service design. • Periodic Consultation with specific customer groups to gauge the effectiveness of these strategies is undertaken. 	2008 By 2011 - available as required	The work of the Customer Insight Forum is focused on making services easier and more convenient for citizens to use through developing a better understanding of individuals' needs, behaviours and expectations. This covers both access and equality issues.
Transformational government delivery plan and PSA	That due regard is given to equality issues and how strategies outlined in the plan will impact on specific	<ul style="list-style-type: none"> • That staff engaged in this work have access to recognised equality training. • Equality requirements should be 	2008	Yes as part of regular procedure. Service design is ultimately about improving people's experiences of using

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	groups.	specifically highlighted in the delivery plan.		public services. This covers both access and equality issues. Ongoing
<p>Customer Group Directors</p> <p>These positions are in place to address cross boundary/depart mental issues that certain groups in the community have. Many will be associated with equality. This work is concerned with supporting customer group directors.</p>	<p>That Customer Group Directors are specifically reminded about their equality duties and that the roles and responsibilities statement reflects this.</p> <p>Those other customer group directors to be recruited as a matter of priority.</p>	<ul style="list-style-type: none"> • That staff engaged in this work have access to recognised equality training. • Roles and responsibilities statement for Customer Group Directors reflect the need to address equality issues for these groups. 	2008	<p>Ongoing</p> <p>STA does focus on individual citizens</p>
Conference and communication strategies	That all communication strategies conform to standards regarding plain English and are accessible to a wide range of individuals ensuring that the specific needs of the audience are attended to i.e. disability, language, etc	<p>Staff undergo specific training:</p> <ol style="list-style-type: none"> a) Plain English writing and communication for specific groups including. b) Cultural training. c) Equality training. d) That all communication produced by the unit is periodically audited to ensure that it is accessible and that equality needs have been considered. 	2010	<p>Customer Group Directors were appointed in 2006 – one for farmers and one for older people. These appointments were experimental and we concluded from them both that the benefits to be gained from taking such an approach to service improvement were limited and that there were in fact various senior positions already in existence in Government which did a very similar job . It was therefore decided (in 2006)</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		That all events pay due regard to equality and access needs of delegates and staff.		that the Customer Group Director idea was not worth pursuing and this has remained the Government's view to date.
Sponsor support and facilitate transformation projects	<p>That due regard is given to equality issues and how any guidelines and policies could impact on specific groups.</p> <p>All project work specifically designed and undertaken to improve public service for the customer will specifically address and consult on equality issues as appropriate.</p>	<ul style="list-style-type: none"> • That staff engaged in this work have access to recognised equality training. • Project evaluations reflect where equality issues have been considered and addressed where appropriate. 	2010 ongoing	<p>Ongoing</p> <p>Ongoing as required</p> <p>Tower 8.5 conference ensures access for people with disabilities</p>
Contact centre policy and the development of accreditation framework	That due regard is given to equality issues and how any guidelines and policies could impact on specific groups.	<ul style="list-style-type: none"> • That any public sector contact centre blueprints reflect equality responsibilities and the legislative requirements. • That staff have access to recognised equality training. • Audits are undertaken to test the impact of the accreditation framework on equality. 	2010	<p>Ongoing</p> <p>Any accreditation scheme we recommend does include access to better services as a quality measure</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
OGCIO Strategy & Policy Team				
Agreement and publication of a Data Sharing Strategy (July 2007) and implementation in place (Dec 2007) (DCA lead)		Clarification required as to whether MOJ (formerly DCA) would take lead in drawing up procedures within their own plans	July 2007 December 2007	This work was transferred to MOJ when DCA became part of that organisation. This is not part of Strategy & Policy team work.
Development of an identity management strategy leveraging existing assets (Home Office and DWP lead)		Clarification required as to whether Home Office or/and DWP would take lead in drawing up procedures within their own plans.	2010	This work is led by Home Office, not Strategy & Policy.
Implementation of a strategic approach to innovation (launch Summer 07, rollout by March 2008)	That due regard is given to equality issues and how any guidelines and policies could impact on specific groups	<ul style="list-style-type: none"> • That staff who write policy and guidance or who have editing or clearance responsibilities understand the importance of the legislative requirements. • Have access to recognised equality training. • Research to be undertaken to test the impact of equality issues on Innovation • Periodic Consultation with specific Govt/Industry groups to gauge the effectiveness of these strategies is undertaken. 	March 2008	This work has been transferred to the Public Service Reform Group (Innovation team).
Publication of second Annual	That due regard is given to equality issues	<ul style="list-style-type: none"> • That staff engaged in this work have access to 	Ongoing	Annual report published 16/07/08. All aspects of

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
Report	and how strategies outlined in the plan will impact on specific groups.	<p>recognised equality training.</p> <ul style="list-style-type: none"> Equality requirements should be specifically highlighted in the report. 		diversity guidelines adhered to through development and publication of online report.
Further development and communication and management of the Transformational Government Strategy	That due regard is given to equality issues and how strategies outlined in the plan will impact on specific groups.	<ul style="list-style-type: none"> That staff engaged in this work have access to recognised equality training. Equality requirements should be specifically highlighted in phase II of the TG strategy. 	2008	Achieved
Publication of an Information and Knowledge Management Strategy (National Archives lead)		Clarification required as to National Archives take the lead in drawing up procedures within their own plans	2009	Knowledge Council developed the Information Matters Strategy, published in November 2008.
Maintenance e-Government Metadata Standard	That any updates to the Metadata Standard take into account equality issues	In handing over responsibility to the National Archives the relevance of certain areas of the eGMS (Audience, Language, Rights) to specific groups targeted in the audit should be flagged	2008	Handover of eGMS completed 2008. Cabinet Office has provided guidance and flagged the areas relevant to equality with TNA and the chair of the review group.
Maintenance Government Data Standards Catalogue	That any updates to the GDSC take into account equality issues	In handing over responsibility for specific standards to individual departments, the relevance of some existing Person Information and Relationships standards to specific groups mentioned in the audit should be	2008 2009	Handover of GDSC person data standards completed 2008. Cabinet Office has provided guidance and flagged areas relevant to equality with the chair of the Data Standards Working Group.

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		flagged Where Person Information and Relationships standards remain under TG ownership, participation in consultations by appropriate interest groups should be sought and encouraged when updating those standards		
Maintenance GovTalk schemas	That equality issues are considered in accepting new schemas for GovTalk. That updates to existing schemas take account of equality issues	That the GovTalk administrator receives training in equality issues in relation to website use and content That equality issues receive consideration in any updates to the Address and Personal Details schema	2008 2009	GovTalk migrated to the Cabinet Office corporate website in September 2009. GovTalk schemas associated with person and address data standards are now within the remit of the Government Data Standards Working Group.
Management of GovTalk website	That equality issues are considered in relation to the website and its contents	That the GovTalk administrator receives training in equality issues in relation to website content That the website receives appropriate accessibility badges in line with CO policy	2008 2009	GovTalk migrated to the Cabinet Office corporate website in September 2009.
Governance Boards material on CIO website	That equality issues are considered in relation to Governance Boards material and its accessibility	That the Governance Boards administrator receives training in equality issues in relation to website material That any issues concerning accessibility in relation to CIO website are flagged with Cabinet Office	2009 2009	

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		Communications		
COI				
Deliver transformational government strategy (online service transformation)	That due regard has been given to equality groups in the development of strategic plans	All staff members receive training on equality issues (to be taken)	2008	
Develop and issue web policy, standards and guidelines	That websites are accessible and easy to use for all people including older people and disabled people	<ul style="list-style-type: none"> • Take into account the needs of older people and disabled people in the development of web policy and guidelines (already taken) • Groups representing the interests of older people and disabled people are consulted in the development of web policy and guidelines (to be taken) 	February 2008	
Co-ordinate the rationalisation of government's web presence	That due regard has been given to equality groups in the simplification of government's web offering	All staff members receive training on equality issues (to be taken)	2008	
<u>Directgov, from 1st April 2011 now known as Government Digital Service</u>				
Proposition and Strategy	The Government Digital Service proposition clearly sets out Government Digital Service's equality policy and this is understood by all staff and departments	A review of Government Digital Service's proposition is underway.	End 2007	Achieved

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
Editorial Policy	The Government Digital Service styleguide clearly sets out guidance for ensuring that all content on Government Digital Service treats all citizens equally	The styleguide is subject to regular review by the editorial team. A future review will concentrate on equality issues Satisfaction surveys with users of the Government Digital Service website	Mid-2008	Achieved
Internal Management	All staff employed within Government Digital Service are treated equally and have equal opportunities to advance their careers	Staff to be set meaningful diversity objectives. Recruitment of new staff monitored Annual staff reports monitored for bias	May 2008 & ongoing	Achieved
Accessibility	All citizens are able to fully access Government Digital Service	Government Digital Service conforms to AA standard. Government Digital Service subject to regular independent accessibility audits. All new transactions must be AA compliant before they are allowed to go live on Government Digital Service	6 monthly reviews	Ongoing. There is a continuous programme of regular improvements to bring the Government Digital Service site into line with AA standards. Recent improvements include the embedding of a fully accessible video-player. Forthcoming improvements include improved colour contrast and more visible call-to-action buttons.

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
Shared Services				
To communicate the Shared Service Strategy across Government	That all communication strategies conform to standards regarding plain English and is accessible to a wide range of individuals ensuring that the specific needs of the audience are attended too i.e. disability, language, etc	<p>Team members undergo Plain English writing.</p> <p>That all events pay due regard to equality and access needs of delegates and staff.</p>	By end 2008	Achieved
Developing and supporting the HR and Finance Shared Service culture.	That due regard is given to equality issues and how any guidelines and policies could impact on specific groups.	<ul style="list-style-type: none"> • Team members have access to recognised diversity and equality training. • If staff write policy and guidance or have editing or clearance responsibilities they understand the importance of the legislative requirements. 	By end 2009	Achieved
Working to create an internal market for Shared Services	That due regard is given to equality issues and how any guidelines and policies could impact on specific groups.	<ul style="list-style-type: none"> • Team members have access to recognised diversity training. • If staff write policy and guidance or have editing or clearance responsibilities they understand the importance of the legislative requirements. 	2010	Ongoing

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
Development of policy, guidelines, reports and discussion documents	That due regard is given to equality issues and how any guidelines and policies could impact on specific groups.	<ul style="list-style-type: none"> • That staff who write policy and guidance or who have editing or clearance responsibilities understand the importance of the legislative requirements. • Have access to recognised equality training. • Periodic Consultation with specific customer groups to gauge the effectiveness of these strategies is undertaken. 	2008	Achieved
Development of a Benchmarking strategy across the HR and Finance Shared Services	That due regard is given to equality issues and how strategies outlined in the plan will impact on specific groups.	<ul style="list-style-type: none"> • That staff engaged in this work have access to recognised diversity and equality training. • Equality requirements should be specifically highlighted in the delivery plan. 	2008	Achieved
Supporting Shared Service Directors	This work is concerned with supporting Shared Service Directors of Corporate Services. That Shared Service Directors are specifically reminded about their equality	<ul style="list-style-type: none"> • That staff engaged in this work have access to recognised diversity and equality training. 	2008	Achieved

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	duties.			
Business & Audit Services (BAS)	BAS support the other teams within EDT directly and indirectly. Customer/stakeholder interaction forms 'business as usual' function. Equality issues should therefore be given priority to ensure actions are in accordance with guidelines.	<ul style="list-style-type: none"> Members should have access to recognised equality training Following this, research/impact analysis required to ensure customer equality issues are taken into consideration 	By end 2008	Achieved
Business Relationship Management (BRM)	BRM provides the customer liaison with depts / authorities who utilise Government Gateway to provide their services to customers.	<ul style="list-style-type: none"> Members should have access to recognised equality training Following this, research/impact analysis required to ensure customer equality issues are taken into consideration 	By end 2008	Achieved
Products & Development	Products & Development team is responsible for ensuring Government Gateway is fit for purpose and able to compete with 'ever changing' market.	<ul style="list-style-type: none"> Members should have access to recognised equality training Following this, research/impact analysis required to ensure customer equality issues are taken into consideration 	By end 2008	Achieved
Service Delivery	Service Delivery ensure that the technical/managed service provider element of Government	<ul style="list-style-type: none"> Members should have access to recognised equality training Following this, research/impact 	By end 2008	Achieved

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	Gateway is maintained	analysis required to ensure customer equality issues are taken into consideration		
Strategic Relationships	SRT interacts with various bodies/departments with regards future concepts that enable Government Gateway to be at the forefront of Government IT.	<ul style="list-style-type: none"> Members should have access to recognised equality training Following this, research/impact analysis required to ensure customer equality issues are taken into consideration 	By end 2008	Achieved
EDT Senior Management	To ensure EDT has the ability to interact with customers, government and the wider public sector. This unit handle relationships at senior executive levels.	<ul style="list-style-type: none"> Members should have access to recognised equality training Following this, research/impact analysis required to ensure customer equality issues are taken into consideration 	By end 2008	Achieved
Delivering the corporate IT and Telecoms service.	To have more formal consultation with the departmental representatives for disabled people so feedback on our provision of services to disabled people can be monitored more effectively than the current anecdotal evidence.	Set up regular service reviews with the departmental health and safety officer as well as the Disability in the Cabinet Office (DisCO) network.	By end 2007	Achieved
Delivering the corporate IT and Telecoms service.	There is an obvious impact on disabled staff as per above but	A diversity section should be added to the Fujitsu yearly IT performance survey	Completed. We do undertake customer	

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	we are unaware of an impact on other areas of equality. Monitoring should be put in place to ensure all groups are treated fairly and equally.	where all staff are asked to comment on how well the IT service is being delivered. This will hopefully show up any inequality in the provision of the service if it exists.	satisfaction surveys both of helpdesk calls and more generally of the overall service. These surveys consist of taking a random sample, either of users or help desk calls, and asking some generic questions regarding quality of service/customer care.	
Work of Independent Offices				
Office of the Commissioner for Public Appointments	Development of a new diversity strategy for the Commissioner	Development and consultation on a new strategy	Development beginning 2008 to 2009	Ongoing
Secretariat of the House of Lords Appointments Commission	Diversity monitoring	The secretariat continues to monitor nominees and those appointed by gender, age, disability and ethnic origin. Figures are published annually in the Commission's annual report.	Ongoing	Ongoing

Annex A

Departmental Groups and Units

The units within the Department are:

Corporate Services Group	<ul style="list-style-type: none"> • Cabinet Office Chief Information Officer • ICT Service Delivery • Finance and Estates • Human Resources • Internal Communications • Knowledge and Information Management Unit • Scheme Management Executive (Civil Service Pensions)
Efficiency and Reform Group	<ul style="list-style-type: none"> • Civil Service Capability Group • Government Communications • Digital Delivery Programme • Transparency and Digital Engagement Unit • Government Procurement Services • Office of HM Government CIO & SIRO • Office for Civil Society • Government Digital Service
National Security	<ul style="list-style-type: none"> • Civil Contingencies Secretariat • Counter-terrorism and Crisis Management • Foreign Policy • Office of Cyber Security & Information Assurance (OCSIA) • Directorate of Security and Intelligence • Joint Intelligence Organisation
Support to the Cabinet, the Prime Minister and the Deputy Prime Minister	<ul style="list-style-type: none"> • European and Global Issues Secretariat • Economic and Domestic Secretariat • Strategy Unit
Political & Constitutional Reform	<ul style="list-style-type: none"> • Elections and Democracy Division • Parliament and Constitution Division and the Privy Council Office
Private Office Group	<ul style="list-style-type: none"> • Cabinet Secretary's Office • Minister's Offices
Other	<ul style="list-style-type: none"> • Deputy Prime Minister's Office • Cabinet Office Communication • Cabinet Office Legal • Honours and Appointments Secretariat • Committee on Standards in Public Life • Independent Offices • Internal Audit Service • Office of the Parliamentary Counsel