



CabinetOffice

Single Equality Scheme

2008 – 2011

March 2009 – March 2010 Review



**Making
government
work better**

Foreword

This review sets out the progress made under the Single Equality Scheme launched in March 2008. It is the second review of progress and relates to the period between March 2009 and March 2010.

We aim to promote and to deliver equality as a fundamental part of who we are and what we do. Cabinet Office has diversity and equality as one of our core values. The duties have a significant role in making government work better – the overarching purpose of this Department.

The second review of the Single Equality Scheme shows the Department has a sound framework to meet its public duties and to anticipate the move to Single Equality schemes, following the enactment of the Single Equality Act 2010. The Review shows that further progress has been made in the past year. It also includes a statement of our commitment to publish documents in Welsh, where this is appropriate.

Cabinet Office's range of business is broad. It includes strengthening the effectiveness of the Civil Service's organisation, leaders and workforce to deliver the Government's business priorities and improve public services; developing an environment which enables the third sector to thrive, growing in its contribution to Britain's society, economy and environment; delivering a high-quality and efficient service to support Cabinet and Cabinet committee business .

As the Cabinet Office Diversity Champion I will be working with my colleagues to ensure that we not only make further progress on the actions set out in this scheme. We must rise to the challenges of the current public spending climate and to the changes in the Equality Act. Together, by promoting the equality duties and their principles within and outside the Department, we can do this.

Alexis Cleveland
Diversity Champion, Cabinet Office
May 2010

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 - 2010 Update

This single equality scheme explains Cabinet Office's commitment and actions in meeting the legal requirements of the public equality duties on race, disability and gender.

It is also an opportunity to state how important that Cabinet Office publications it is are accessible to the public we serve. Cabinet Office policymakers will continue to consider this as a vital part of their communications strategy how this can be achieved, including publication in Welsh.

The table below and on the following pages lists the actions identified in the scheme, published on the internet last year and indicates progress against them between March 2009 – March 2010.

The scheme includes actions from all management units in Cabinet Office. The actions listed include some big changes but also small changes to practices and ways of working – taken together they show what has been done to embed equality in the work of the department.

In summary, while there is more still to do, further progress has been made in all parts of the department.

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	<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 	Ongoing Ongoing	System tested for compatibility with existing special needs software and

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	management process takes account of all users' needs.	about their training needs in advance of the training event. One-to-one training is provided on request.		monitored to ensure compatibility with any new software. Additional testing to be carried out once Flex is deployed. One to one training provided for all.
<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.	- 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.	- 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	2008 - 2011	Ongoing

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		accessibility in the street and around the building, and to provide additional accessible toilets and a new lift.		
<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 Communications	All staff are aware of the relevance of these equality issues to their communications planning and are equipped to take	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	April 2008	Point 1 completed June 08. Point 2 partially completed. Guidance produced,

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	full account of them in developing and implementing communications strategies and plans	consult appropriate networks in compiling this guidance. We are developing a masterclass and guidance pack on communications for CO networks.		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. 5. Monitoring of tender responses /contractors via Management Units to be undertaken. 	<p>January 2008</p> <p>March 2008</p> <p>March 2008</p> <p>March 2008</p> <p>And ongoing monitoring</p>	Achieved

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

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				<p>exploiting the diversity of all team members and the different contributions they can make</p> <ul style="list-style-type: none"> - All suppliers mainstream equality and diversity into all programme and bespoke events that they run and develop
The delivery of the Cabinet Office Learning & Development Programme	All staff feel that that they are able and willing to attend all relevant CO L&D events	<ul style="list-style-type: none"> - Days of week are varied so that those with non-standard working patterns can attend - 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 	Ongoing	All actions met

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		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.	To participate in <ul style="list-style-type: none"> • Leaders UK • Preparing for top management • Top Management Programme • Windsor Leadership programme 	Ongoing Summer 08	Numbers participated in: <ol style="list-style-type: none"> 1. Leaders UK (5) 2. Preparing for top management (4) 3. Top Management Programme (2)
	Targeted developmental schemes for those groups underrepresented in the SCS	Participation in schemes such as <ul style="list-style-type: none"> • Leaders UnLtd (BME, disabled & women) • Windsor undergraduate bursary scheme (BME) • META mentoring scheme (BME) • Shadow Executive Management Group (BME, disabled, women, LGB and Transgender, carers) • Thresholds mentoring programme (women) • Co-coaching - women 	Ongoing 2008 Ongoing	Numbers who participated in: Leaders UnLtd (BME, disabled & women) (2) Windsor undergraduate bursary scheme (BME) (3) Thresholds mentoring programme (women) (2) Co-coaching – women – up and running and ongoing
	That the uptake of	<ul style="list-style-type: none"> • CO L&D events 	Jan 08	Quarterly

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	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"> are evaluated Build this need into the specification for Shared Services Analysis of all developmental events 	<p>Nov 07</p> <p>Sept 08</p>	<p>L&D evaluation (including development events) reports available</p> <p>L&D events will remain in the HR retained function</p>
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 	<p>January 2008</p> <p>March 2008</p>	Mentoring partnerships successfully piloted and roll out from April 2009
	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) 	<p>Sept 07</p> <p>Nov 07</p>	<p>Mentoring partnerships successfully piloted and roll out from April 2009</p> <p>Trading Perspectives scheme launched and 2 cohorts run so far.</p>
<u>Resourcing – overall departmental</u>		<u>Owner All Actions – Human Resources</u>		
	All CO positions available to all members of staff	- All vacancies are by default advertised as suitable for part-time &/or	Ongoing	The CO policy is that all

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		flexible working - Part-time and flexible working leaflet produced for all staff so that they are aware of the options available	March 08	vacancies are advertised as suitable for part-time & or flexible working unless there is objective justification not to do so. Flexible working guidance available on CabWeb
	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 those with disabilities in regards to interviews and selection assessments - Participation in the Diversity Milkround 	<p>Ongoing</p> <p>Sept 07 Nov 07 Nov 07 Sept 07 June 08 September 2008 Ongoing</p> <p>Ongoing</p> <p>April 08</p>	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Managers are informed if special requirements/ arrangements need to be made</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				Impacted by move of recruitment to shared service operation. Will be integrated with new approach.
	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	Dec 08	Equality and duties legislation included in recruitment training
	All selection & assessment tools are free from unfair bias	<ul style="list-style-type: none"> - New selection and assessment tools to be developed for use in CO together with an impact assessment - Tools to be evaluated to ensure that there is no unfair discrimination 	<p>Oct 08</p> <p>April 09</p>	A recruitment strategy is being developed to look 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

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				and the retained HR function.
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>	Final workforce planning process not yet developed and rolled out. New approach will use workforce data from shared service resource management system. A specific aim of this move is to improve equality data to enable more robust workforce analysis and equality impacts.
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 	<p>Ongoing</p> <p>Ongoing</p> <p>Oct 07</p>	<p>Achieved</p> <p>Exit questionnaires sent to all leavers</p>

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	To raise individual awareness of diversity issues	- Run unconscious bias seminars within the Cabinet Office	Ongoing	Unconscious bias seminars run at both learning at work events
<u>Workforce diversity and equality</u>		<u>Owner All Actions – Human Resources</u>		
	To improve senior accountability for Diversity within the CO	<p>- Appoint a CO Diversity Champion</p> <p>- Appoint board-level diversity & equality champions with a special interest in a particular diversity strand</p> <p>- Improve the quality of Management Information provided to senior managers to encourage greater ownership</p>	<p>Oct 08</p> <p>Oct 08</p> <p>Nov 07</p>	<p>Alexis Cleveland appointed as Diversity Champion.</p> <p>New Board/ Director level champions appointed for each staff Network; role profile and reporting arrangements defined.</p> <p>Diversity reports for CO and at Group level are now produced. Work continues with Shared Services to develop diversity reports, to give</p>

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		<ul style="list-style-type: none"> <li data-bbox="667 618 1032 763">- Diversity Champion to report back to the Board every 6 months on progress made <li data-bbox="667 801 1032 875">- Set up an SCS diversity team 	<p data-bbox="1059 618 1182 651">Ongoing</p> <p data-bbox="1059 801 1166 835">Aug 07</p>	<p data-bbox="1267 439 1444 577">managers access to data for their teams.</p> <p data-bbox="1267 618 1401 651">Achieved</p> <p data-bbox="1267 801 1444 1417">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.</p> <p data-bbox="1267 1458 1444 2033">A strategy to update personal data on RM and to increase declaration rates is underway – includes intranet poll, focus groups, poster campaign, desk drops,</p>

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				Shared Services Super Users, communications 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</p>	<p>Aug 07</p> <p>2008</p> <p>Nov 07</p> <p>Dec 07</p>	<p>Achieved; budget held centrally to agree planned expenditure and control costs.</p> <p>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</p>

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		<p>buildings</p> <p>-Introduce salary advance for religious festivals other than Christmas</p>	Dec 08	<p>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 the population that it serves	<p>-Provide additional training for the CO recruitment team</p> <p>-Pilot a blind sift exercise</p>	<p>Jan 08</p> <p>Oct 07</p>	<p>Regular briefings, seminars, and updates on recruitment and changes in employment and case law; includes briefings with TSOL.</p> <p>A pilot sift</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		<p>-Conduct further analysis of recruitment and promotion within the Co looking for barriers to the recruitment and progression of under represented groups.</p> <p>-Review the recruitment pack provided to applicants to ensure that it provides information on diversity and equality within the CO</p> <p>-Participate in the civil service summer development programme and summer placement scheme</p>	<p>Jan 08</p> <p>Apr 08</p> <p>June 08</p>	<p>exercise was conducted in 2008</p> <p>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. The recruitment pack including diversity and equality information was reviewed as part of the move to a Shared Services operation.</p> <p>7 placements were taken up in the civil service</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		<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 09/10</p> <p>Equality & Disability training available to all staff as part of new L&D core offering.</p> <p>Disability leave policy reviewed and published on Cab-Web;</p> <p>refreshed as part of move to Shared Services. Disability toolkit launched and on CabWeb; review due to take place April/may 10</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 	Oct 07	Changes to the performance assessment tool were implemented

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		<p>and that work on diversity and equality is recognised and rewarded</p> <ul style="list-style-type: none"> <li data-bbox="715 658 1018 797">• Equality check mid year and end year tranche marks <li data-bbox="715 882 1023 1167">• HR Diversity manager to input into all changes in HR policies and processes to ensure that there is no unfair discrimination <li data-bbox="715 1211 1031 1429">• Carry out Equality Impact assessments to all changes to HR policies and procedures 	<p>Nov 07/May 08</p> <p>Ongoing</p> <p>Ongoing</p>	<p>d in Oct 2008 and equality proofing was carried out at the end of the reporting year in 2008 and at mid year stage. 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 been reviewed and streamlined for shared services with input from the HR Diversity manager.</p> <p>The requirement to carry out</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				impact assessments has been reiterated in the CO Diversity action plan.
	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>Pilot positive action training courses organised soon to be held.</p>
	To ensure that we have clear and consistent messages on diversity and equality	-Review diversity and equality pages on CabWeb	Jan 08	SCS Diversity Team refreshing the Diversity and equality pages.

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		<ul style="list-style-type: none"> -Senior diversity champions are provided with a core brief -Organise and run a communications masterclass for Networks -Initiate a quarterly diversity and equality issue for 'Inside' -Develop a co-ordinated calendar of diversity events -Participate in external accreditation and benchmarking exercises -Put forward nominations for the 2008 Civil Service Awards-Ensure staff Networks working together 	<ul style="list-style-type: none"> Nov 07 Dec 07 Ongoing Sept 09 Sept 08 and Sep 099 	<p>Actioned.</p> <p>Networks and Diversity Champions involved in inputting into 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. Achieved. Included as part of SCS Diversity Team's communications plan. Information on major festivals disseminate</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				<p>d to staff via intranet cultural calendar.</p> <p>Members of external benchmarking organisations: Stonewall and Employers' Forum on Disability.</p> <p>Nominations put forward for 2008 and 2009 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.	<p>- 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 suitably qualified candidates for Gateway Reviewer pool.</p> <p>- Affected group (s) to be consulted.</p>	October 2007 - March 2008	Achieved

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
<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.	1. Action taken - diversity stats for recruitment published on website. 2. 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. 3. 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.	Ongoing	Ongoing

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.	-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,	-Outreach events for women and BME candidates. -Stakeholders consulted, incl. the Women’s National Commission, CRE -Promote proactive targeting of all relevant groups.	ongoing ongoing ongoing	Ongoing. We will talk to groups to promote the honours system to women, BME and local groups; considering how best to

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	disability, gender identity or age.	<ul style="list-style-type: none"> -We aim to increase the diversity specialist honours committee members as the membership is refreshed. -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>2008-10</p> <p>ongoing</p> <p>2008</p>	<p>build on the PM's local heroes initiative.</p> <p>Ongoing: more women have been appointed. All committee chairs are independent of government.</p> <p>Data recorded and maintained.</p> <p>Since birthday list 08, we have monitored disability of successful candidates</p>
To provide a high quality nomination service to the public.	<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 	<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 	<p>ongoing</p> <p>ongoing</p> <p>Due to report in 2008</p>	<p>Ongoing. We have held series of presentations with Lord-Lieutenants and senior local stakeholders to engage them in the honours process.</p>

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	<p>Braille and anyone with literacy difficulties can provide a taped nomination provided there is acceptable supporting evidence. Monitoring referred to in previous item guides any future action.</p> <ul style="list-style-type: none"> - The honours website provides information and guidance on how to make a nomination and electronic nominations are now accepted. 	<p>honours system.</p> <p>-Consideration is being given as to how to help those groups where English is second language in accordance with the Government policy that all should be encouraged to use English or Welsh.</p>	2007-08	<p>Report of 3rd wave of research received. Trend towards improvement in attitudes towards the honours system. Will carry forward ideas to increase awareness and understanding of how to nominate and increase accessibility of the honours nomination system.</p>
To respond to the "Good Neighbour MBE" initiative identified by the Prime Minister	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.	Consideration is being given on how best to take this forward, in consultation with Communications Group and OTS.	2007-08	Review of project taking place. Discussions with Communications Group about how best to take this forward. Will review with COI update of Directgov website section on honours system

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
To promote recognition of civilian acts of gallantry in the UK.	For all acts of gallantry which meet the criteria laid down to be recognised and honoured appropriately.	Anyone can nominate a person for a gallantry award. Guidance notes are available. Advice is on the honours website. Majority of nominations come through official channels. No specific groups have been consulted.	Ongoing	Ongoing. Plans to update the honours website and Directgov website to make the nominations process for the honours and gallantry system much 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. The programme of outreach events is continuing and monitoring arrangements are in place. 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. Outreach continues. Work of the Honours Secretariat has been reorganised to reflect increased priority of 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	Awareness raising through training opportunities	March 08 and ongoing	Seminar held for all EDS staff on 7 Jul 08 and aide

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	equalities issues			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.	Already underway	All bills introduced since scheme was published have been accompanied by an impact assessment and information regarding IAs was updated in recently revised Guide to making legislation
Pay and Workforce Team	<p>Women's opportunities to be paid the fair rate for the job to be equitable to that of men.</p> <p>The contribution that older workers make to the workforce is optimised, negative financial impacts of aging population is strategically managed,</p>	<p>-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 principles.</p> <p>-Public Services Forum (PSF) has considered impact of aging demographic and impact on working practices and pensions reform. Further discussions to be had with trades unions and employers through PSF work</p>	<p>Underway</p> <p>Dec 08 and ongoing</p>	<p>PSF (employers and national trades unions) discussed the progress of Government actions in response to the Women and Work Commission report. Proposals informed work of the PSEF sub group on rewards and policy advice on promoting equality and reducing gender pay</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	<p>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>programme.</p> <p>-Specific work area on diversity, with a focus on race, migration and disability, in PSF work programme.</p>	<p>Underway</p> <p>May – 08 to June 09</p> <p>May 08 to June 09</p>	<p>gap.</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>In July 2008, the PSF established a public service diversity and equality task group. It is developing practical guidance on equality impact assessment and single equality schemes for a public service audience (to be published May 09). The group brings together public service employers, Government Departments, trade unions and EHRC and GEO.</p>
<u>Joint Intelligence Committee and</u>		<u>Owner All Actions – Intelligence and</u>		Carried out an

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
<p><u>Professional Head of Intelligence Assessments (PHIA) Function</u></p>		<p><u>Security Secretariat</u></p>		<p>Equality Impact Assessment of the refurbishment of our accommodation in 70 Whitehall, which has ensured that all parts of our office space are easily accessible to those with a disability and that no minority groups were disadvantaged by the changes introduced</p>
<p>Provide a variety of objective, timely, all-source intelligence assessments for the Prime Minister, Minister and Policy makers.</p>	<p>JIC and ISS meetings and papers accessible to all who need to know, including those with vision, hearing or mobility impairments or those with dyslexia.</p>	<p>-The JIC Secretariat Customer Satisfaction Survey will be used to identify areas for improvement.</p> <p>-All attendees to be asked about accessibility requirements</p>	<p>Customer Satisfaction Survey scheduled for August 2008.</p> <p>Immediate and ongoing</p>	<p>There was no annual customer survey after all, because it was intended to link to the annual JIC Awayday which was cancelled because of Alex Allan's illness, but there is a message on the front cover of every meeting notice and JIC draft, with a name and number to contact if</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				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.	- 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 Communication</u>		<u>Owner All Actions – Government Communication Network (GCN)</u>		
Best Practice To ensure Government Communicators understand and apply best	Improved evidence base	-Developed GCN style guide to ensure all commissioned, as well as our own, communication activity adheres to best practice accessibility.	Ongoing Ongoing	Ongoing

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
<p>practice principles of strategic communication.</p> <p>GCN = Government Communication Network</p>		<p>Communications outputs also available in alternative formats on request.</p> <p>-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</p> <p>-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.</p> <p>-The new Evolve/skills audit tool being developed will also be compliant.</p> <p>-2007 Annual research conducted on sample profile (400 = approx 10%) of GCN registered users to assess :-</p> <p>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.</p> <p>Responses collated by</p>	<p>Ongoing</p> <p>March 2008</p> <p>February 2008</p>	<p>Ongoing</p> <p>Ongoing</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		<p>gender and ethnicity. Will be taking advice on improving evidence base for 2008 survey and how much detail can be obtained directly</p>		
<p>Policy Project - Development and launch of new customer service standard</p>	<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>	<p>-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.</p> <p>-The new standard requires robust measurement of customer satisfaction, in order to monitor that all groups receive excellent services</p> <p>-Principles of fairness and equal treatment are at the heart of the new standard, reflected in the criteria</p>	<p>Launch Due November 07</p> <p>On going review and evaluation</p>	<p>Achieved</p>
	<p><u>Owner All Actions – Various teams of the Civil Service Capability Group</u></p>			
<p>-Achieving a diverse Civil Service</p>		<p>Owner Actions – Diversity Strategy Team</p>		
<p>Monitoring of progress under the Civil Service 10-Point Plan on Delivering a</p>	<p>Through the 10-Point Plan, to address issues such as under-representation,</p>	<p>-Review of departmental actions under the 10-Point Plan and report to be published.</p>	<p>Ongoing until October 2008</p>	<p>Completed</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
diverse Civil Service	behaviour and culture, and development to achieve a diverse Civil Service			
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.	- 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 Commission to ensure that good practice still being followed -Promote through Civil Service website a:gender gender identity guidance -Other actions dependent on the new 2008 diversity strategy	Ongoing February 2008 April 2008 By June 2008 April 2008 2008 - 2011 (update of actions with annual reporting exercise)	Completed

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
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.	-Regular diversity partner meetings; -Meetings with CCSU; -Involvement with Diversity Practitioners Network; -Continued dialogue with diversity organisations involved with this scheme and others.	Ongoing	Ongoing
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.	-EIA tool to be trialled on policies in CSCG and HR -Department-wide guidance and training.	March – April 2008 By end May 2008 Evaluate in May 2009 and ongoing	Completed
-Assessing organisational capability of departments		<u>Owner Actions – Capability Review Team</u>		
The Capability Model including Stakeholder engagement		1) Carry out an equality Impact assessment of the current capability review model and current processes and make any necessary change. 2) 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.	During 2008	Complete Complete
Employment and		<u>Owner Actions – Employment and</u>		

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
Reward		Reward Team		
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
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	By December 2009	Ongoing

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		impact.		
Job Evaluation	Job evaluation training / process to take full account of equality and diversity.	-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.	Ongoing By December 2009 December 2009	Ongoing
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	Ongoing
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	Ongoing
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 Leadership / Accelerated Promotion Scheme		<u>Owner Actions – Fast Stream Marketing Team</u>		
Graduate	Increase	- Tender contract for	In early 2008	In early 2008

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
Recruitment for Civil Service Fast Stream - Marketing	numbers of applications, especially from BME groups & Disabled people	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.	so revised campaign in place for 2009 Fast Stream scheme Ongoing	so refreshed campaign was put in place for 2009 Fast Stream Programme and being refined for the 2010 campaign Ongoing
Fast Stream Internship Summer Schemes	1. Increase numbers of applications, especially from BME groups & Disabled people 2. Increase numbers of successful Fast Stream applicants from summer schemes	- 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 evaluation. - The contract for providing the schemes' training course will be re-tendered. – Work will be carried out with Departments to ensure high quality placements.	Ongoing through 2008 Continuance through 2009 and 2011 to be reviewed annually.	Ongoing Continuance through 2009, 2010 and 2011 to be reviewed annually.
<u>Owner All Actions – Office of the Third Sector (OTS)</u>				
Driving cross-Government action to improve partnership working and ensuring better terms of engagement between	Government Departments take into account the needs of diverse third sector organisations in their policy and programme	1. The OTS works with Other Government Departments to develop policies and programmes taking into account the needs of the third sector. As part of this work the	1. Employment services study in place for the start of 2008	1. The Employment Services study project was withdrawn as part of a revised research programme.

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
Government and the third sector	delivery.	OTS is undertaking a detailed study on third sector delivery of employment services, which will, where relevant and appropriate, look at the provision of services by equalities groups or for equalities groups.		<p>The OTS now sponsors the Third Sector Research Centre to provide independent analysis and research on the sector. The TSRC's Workforce and Workplace workstream looks at the people, the relationships and the characteristics that define third sector employment, and analyses the implications of these. For the TSRC's more directly equalities-focused research see the section below.</p> <p>The OTS has been working closely with some departments to support them in developing or refreshing their strategies for the third</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				<p>sector. This involves promoting the need for strategies to have a strong community engagement aspect, and reflect how the department will increase its awareness and understanding of the diversity of the sector and the best ways of engaging the different parts/ breadth of the sector. This should enable the sector to better contribute to outcomes and improve policy-making and programmes for service users.</p> <p>OTS worked with the MoJ, DH and DCSF extensively in the development of recommendations to realise the potential of third sector involvement in the</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				<p>personalisation of services. This included ensuring a diversity of organisations, especially women, BME and disability organisations were consulted through the course of the recommendations.</p> <p>OTS is working with Office of Disability on a number of Issues including Right to Control which is a trailblazer programme seeking to give people with disabilities individual budgets and therefore direct control over the services which they receive.</p> <p>Representatives from OTS on the board for this programme. Representatives from OTS sit on the User-Led</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				<p>Organisations (ULO) demonstration project board, which has provided funding to provide three User-Led Organisations (of disabled people) to provide information, advocacy and advice to people with personal budgets.</p> <p>Department of Health has a commitment to have a ULO in every local area by 2010. OTS sit on the project board.</p> <p>This work clearly links to the cross-government Independent Living Strategy which feeds into the Roadmap 2025 (Achieving disability quality by 2025).</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				<p>OTS is supporting CLG in implementing the five key recommendations from the REACH report, aimed at raising the aspirations and attainment of Black boys and Black men. OTS has worked particularly on Recommendation 2 - to encourage smaller and larger groups based in the Black community to form consortia so as to share resources, make their voices heard more easily, and access funding streams. OTS will continue to ensure that through the National Programme for Third Sector Commissioning, awareness</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		<p>2. The Compact – established to promote through effective partnerships between Government and the third sector. The Compact currently includes a code on working with black and minority ethnic groups, with a commitment to ensure that the BME sector’s voice is heard and understood through effective consultation. It also includes a code on working with community groups, with recognition of the range of groups that</p>	<p>2. Revised Compact documentation for first quarter of 2008-09</p>	<p>is raised among public sector commissioners of the barriers faced by small community and voluntary groups, including BME-led organisations and include consideration of how to improve contracting and funding relationships with these groups.</p> <p>2. The refreshed Compact which includes how Government should work with the breadth of the sector, including those diverse communities, was published in December 2009. Implementation guides on BME groups (and other groups representing people with</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		make up the community sector, including neighbourhood-based groups and groups based on common interests or experience, such as faith, ethnic origin, refugee and asylum seeker status, and disability. The OTS will work with the Commission to revise the Compact and its codes, taking into account the diversity of third sector organisations		protected characteristics) as well as local areas and smaller community groups will be published during 2010 by the Commission for the Compact.
Investing in programmes to support the sector's development and promotion	All OTS investment programmes are accessible to a wide range of third sector groups and the involvement of these groups is championed by the OTS.	1. The OTS runs a wide range of investment programmes, engaging with a diverse range of organisations and groups in the third sector. The Volunteering for All (V4All) programme for example, invests in volunteering programmes for some black and minority ethnic groups, disability groups and those not in education, employment or training. The impact of the V4All programme is being evaluated – the OTS will	1. Evaluation of V4All summer 2008.	1. The final evaluation of Volunteering for All is yet to be published. In March 2009 the Office of the Third Sector published good practice guidance from the OTS Goldstar volunteering and mentoring programme. This guidance included best practice on involving people from black and

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		<p>disseminate the learning from this evaluation.</p> <p>On youth volunteering, the OTS is taking forward the recommendations of the Russell Commission report which set out plans to improve the quality, quantity and diversity of young people's volunteering. The OTS will work with v to ensure information is captured about the diversity of participants on its volunteering programmes.</p>		<p>minority ethnic groups and disabled people in volunteering.</p> <p>The OTS has also successfully launched a new programme, Access to Volunteering, focusing on increasing opportunities for disabled people to volunteer. This programme was launched in April 2009 and has so far provided funding to 40 organisations, with more organisations to be funded between 2009 - 2011.</p> <p>The final report of v's formative evaluation will report on the diversity of v's volunteers and will be published in July 2011.</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		<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>3. The OTS supports the sector's infrastructure through the organisation Capacitybuilders. One of Capacitybuilders key objectives in delivering the ChangeUp</p>	<p>2. Local funders will be appointed by July 2008.</p> <p>3. Capacitybuilders to launch new Improving Reach programme – April 2008. Ongoing evaluation and</p>	<p>2. All areas of England are covered by a Local Funder to whom grant applications can be made. The process devolves grant making decisions to local areas and bases these on local knowledge and need. Applicant groups are very broad in type and activity. The programme's national partner, CDF, ran a robust selection process for local funders that ensures the best practice in grant making is available to groups.</p> <p>3. The Improving Reach programme was launched in 2008. It continues to provide extra resources to</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		<p>programme is to ensure equal access for all third sector 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>	monitoring	<p>extend support services to groups working in and with excluded communities including LGBT and BME communities, with disabled people, refugees and asylum seekers. An independent evaluation of the Improving Reach Programme has been commissioned.</p> <p>Capacitybuilders' Equalities and Diversity National Support Service was also launched in 2008, funded at £1.2 million over three years. This supports equality networks and will improve support providers' abilities to support all frontline organisations on equality,</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				<p>diversity and human rights.</p> <p>Capacitybuilders published a Single Equality Scheme in December 2009 which states its approach and commitment to equality and diversity. The Single Equality Scheme covers all of Capacitybuilders functions and encompasses each of the seven major equality strands. OTS has sponsored a leader from the BME community to join the Clore Leadership Programme. OTS worked closely with Voice4Change, a Strategic Partner of OTS, to promote this opportunity to the BME community.</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		<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 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>4. Consultation with the sector on social enterprise promotion – up to April 2008.</p>	<p>4. All of OTS social enterprise strategic partners have distinct actions to include the voices of BME social enterprises in their work. These are set out in Memorandum of Association and are reviewed twice yearly. As part of its strategic funding, the Social Enterprise Coalition held a series of consultation events across the country throughout late 2008 and 2009 to understand the particular needs of BAME social enterprises. SEC also held a BAME Social Enterprise Conference in July 08 which was accompanied by a publication to</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				<p>showcase the work of BAME social enterprises. Following the consultations SEC worked with Voice4Change and other strategic partners to develop a strategy for the whole social enterprise sector to improve the engagement of and support for BAME social enterprises. The strategy was launched in October 2009 at the SEC BAME women's social enterprise conference and sets out the key issues facing BAME social enterprises as well as a series of actions for the sector to address these issues. In particular</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				<p>these include:</p> <ul style="list-style-type: none"> -A new SEC BAME engagement strategy -Regional networking events for BAME social enterprises to engage with statutory support providers and commissioners -Programme of activities in the East Midlands to link BAME social enterprises into existing business networks -A new business support resource guide for BAME social enterprise. <p>The Ambassadors represent a cross section the social enterprise sector and the diverse communities in the UK.</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				<p>OTS commissioned COI to undertake a programme of independent market research and strategic analysis to investigate current understanding of social enterprise and suggest what approaches could be made to improve it. Representative s of BAME communities were interviewed as part of both quantitative and qualitative research and their responses informed the final findings of the research and recommendati ons published in Sep 08.</p> <p>Following the recommendati ons of the research (above) COI worked with the social</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		<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</p>	<p>5. Ongoing</p>	<p>enterprise sector to develop a new Social Enterprise Mark as a way for the sector to identify itself to customers and investors. The Mark was tested with key audiences through workshops and depth interviews which included representatives from BAME communities</p> <p>5. OTS communications are produced through the central Cabinet Office Communications team.</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		documents are available in different formats as appropriate and are disseminated to different audiences through contact with third sector umbrella groups.		
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 third sector, including equalities groups	<p>1. The OTS and HM Treasury conducted the largest consultation Government has undertaken with the third sector to inform the third sector review strategy (published July 2007). Specific 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</p>	1. Third sector review, published July 2007	1. Ongoing. For example OTS published an action plan to support the sector through the downturn. An Equality Impact Assessment was carried out to assess the potential impacts of the Real Help Now: Targeted Support Fund and 'Modernisation Fund'. The EIA has been published.

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	<p>2. OTS continues to consult and bring different voices into the policy making process, including equalities groups</p> <p>Regulatory environment: 1. The regulatory environment takes into account the needs of equalities groups</p>	<p>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 third sector 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 third sector advisory group to inform policy making. The OTS will ensure that the application process for this group is open, accessible and encourages 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</p>	<p>2. Strategic partners programme ongoing to 2011</p> <p>3. New advisory group in place – from April 2008</p> <p>1. An evaluation of the Charities Act is due to start in 2011 which will</p>	<p>2. This programme is continuing until March 2011. 40 partners receive funding.</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		<p>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 groups.</p>	<p>include an assessment of the Act's impact in relation to equalities.</p> <p>2. We will continue to work with sector partners to ensure that relevant consultations are widely available, and to encourage feedback from a wide range of organisations including those representing minority groups.</p>	
Developing a strong evidence base and analysis to better	OTS has a clear understanding of the value of different groups	1. The OTS is committed to establishing a national research centre on the	1. The call for proposals for the centre is currently out.	1. The Third Sector Research Centre has

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
inform work of the government and third sector.	in the third sector and the needs of diverse groups in the third sector	<p>third sector to improve the evidence base. The specification for this centre encouraged applications that incorporated workstreams addressing the role of the third sector 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 third sector and its activities. The OTS will ensure, where</p>	<p>The closing date for proposals is 27 March 2008.</p> <p>2. Ongoing</p>	<p>been established. OTS is investing £5m in the new Third Sector Research Centre, whose research programme will pay particular attention to some key sub-sectors including organisations operating within BME and new communities, and those representing or serving some disadvantaged groups, which have perhaps been overlooked or relatively poorly covered in previous research</p> <p>2. The National Survey of Third Sector Organisations received responses from over 49,000 organisations. The responses</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		<p>possible, that information about different equalities groups is captured and disseminated.</p> <p>3. All staff in the OTS are encouraged to visit third sector 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 organisation/event per year in order to understand the work undertaken.</p>	<p>3. All staff 1 visit per year</p>	<p>can be broken down and analysed by beneficiary group, including BME communities, women, older people, people with physical disabilities, LGBT communities, those with learning difficulties and people with mental health needs.</p> <p>3. A survey of OTS staff conducted in March 2010 shows that staff on average met or visited an equalities based organisation 1.6 times in the past year</p>
<u>Office of the Government CIO & SIRO</u>		<u>Owner All Actions – OGCIO & SIRO</u>		
- IT Profession				
Implementation of an IT professional Programme	Implementation and engagement will be carried out in keeping	<p>-All language used is equality and gender neutral.</p> <p>-Equality awareness is</p>	1 year- annual monitoring and review cycle.	All materials checked by communication professionals

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	with best practice in the field.	built into the annual monitoring and review cycle.		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.	Strategy for further development of IT Profession Community space (primary route for engaging with IT Professionals, due summer 2010. Will be reviewed by local Diversity team prior to sign off.
Technology in Business Fast-stream Recruitment Programme <ul style="list-style-type: none"> Marketing the programme to potential applicants Manages applications for membership Marketing to departments 	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. -Equal equality monitoring will ensure any problems are detected and acted upon. 	1 year- annual monitoring and review cycle.	Initial statistics for TiB '10 suggest TiB continues to appeal to a diverse audience. Post assessment centre evaluation will be conducted to ensure this is the case, to establish diversity profile of successful candidates and (if necessary) to establish reasons for failure.
Establish Government IT	To ensure the programme and	-All language used is equality and gender	1 year- annual monitoring and	The offerings of the IT

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
Academy Programme And Syllabus	syllabus are developed and delivered to show awareness/consideration of, and encourage participation by, diverse participants.	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.	review cycle.	Academy were transferred to the IT L&D market during 2009. Until that time, all actions were carried out. When engaging with suppliers of L&D to influence the market, the IT Profession team continues to encourage consideration of equality.
Reliable Project Delivery	Awareness and consideration of how project management methodology can impact on specific groups is put into practice.	-Equality awareness can be built into the annual monitoring and review cycle.	1 year- annual monitoring and review cycle.	Ongoing
<u>Secretariats</u>				
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.	-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

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
<p>Customer Insight forum</p> <p>Administrative and policy responsibilities</p>	<p>The customer insight forum has a duty to ensure that equality issues are given priority in relation to their work including the development of guidance and policy.</p>	<p>-Members have access to recognised equality training.</p> <p>-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.</p>	<p>By 2009</p>	<p>Available if appropriate</p>
<p>Development of policy, guidelines, reports and discussion documents</p> <p>Service design, channel strategies and other relevant areas of work</p>	<p>That due regard is given to equality issues and how any guidelines and policies could impact on specific groups.</p>	<p>-That staff who write policy and guidance or who have editing or clearance responsibilities understand the importance of the legislative requirements.</p> <p>-Have access to recognised equality training.</p> <p>-Research to be undertaken to test the impact of equality issues on service design.</p> <p>-Periodic Consultation with specific customer groups to gauge the effectiveness of these strategies is undertaken.</p>	<p>2008</p> <p>By 2011</p>	<p>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</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
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 groups.	<p>-That staff engaged in this work have access to recognised equality training.</p> <p>-Equality requirements should be specifically highlighted in the delivery plan.</p>	2008	<p>Yes as part of regular procedure</p> <p>Service design is ultimately about improving people's experiences of using public services. This covers both access and equality issues.</p>
<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>That other customer group directors to be recruited as a matter of priority.</p>	<p>-That staff engaged in this work have access to recognised equality training.</p> <p>-Roles and responsibilities statement for Customer Group Directors reflect the need to address equality issues for these groups.</p>	2008	<p>Ongoing</p> <p>STA does focus on individual citizens</p>
Conference and communication strategies	That all communication strategies	Staff undergo specific training:	2010	Customer Group Directors were

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	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>a) Plain English writing and communication for specific groups including.</p> <p>b) Cultural training.</p> <p>c) Equality training.</p> <p>d) That all communication produced by the unit is periodically audited to ensure that it is accessible and that equality needs have been considered.</p> <p>That all events pay due regard to equality and access needs of delegates and staff.</p>		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) 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	That due regard is given to equality issues and how any	-That staff engaged in this work have access to recognised equality	2010	Ongoing

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
projects	<p>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>	<p>training.</p> <p>-Project evaluations reflect where equality issues have been considered and addressed where appropriate.</p>	ongoing	<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.	<p>-That any public sector contact centre blueprints reflect equality responsibilities and the legislative requirements.</p> <p>-That staff have access to recognised equality training.</p> <p>-Audits are undertaken to test the impact of the accreditation framework on equality.</p>	2010	<p>Ongoing</p> <p>Any accreditation scheme we recommend does include access to better services as a quality measure</p>
OGCIO Strategy & Policy Team				
Agreement and publication of a Data Sharing	-	Clarification required as to whether MOJ (formerly DCA) would	July 2007 December 2007	This work was transferred to MOJ when

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
Strategy (July 2007) and implementation in place (Dec 2007) (DCA lead)		take lead in drawing up procedures within their own plans		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 Report	That due regard is given to equality issues and how strategies	<ul style="list-style-type: none"> -That staff engaged in this work have access to recognised equality training. -Equality requirements 	Ongoing	Annual report published 16/07/08. All aspects of diversity

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	outlined in the plan will impact on specific groups.	should be specifically highlighted in the report.		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.	-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 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	That any updates to the GDSC take into account equality	-In handing over responsibility for specific standards to individual	2008	Handover of GDSC person data standards completed

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
Catalogue	issues	<p>departments, the relevance of some existing Person Information and Relationships standards to specific groups mentioned in the audit should be flagged</p> <p>-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</p>	2009	2008. Cabinet Office has provided guidance and flagged areas relevant to equality with the chair of the Data Standards Working Group.
Maintenance GovTalk schemas	<p>That equality issues are considered in accepting new schemas for GovTalk.</p> <p>That updates to existing schemas take account of equality issues</p>	<p>-That the GovTalk administrator receives training in equality issues in relation to website use and content</p> <p>-That equality issues receive consideration in any updates to the Address and Personal Details schema</p>	2008 2009	<p>GovTalk migrated to the Cabinet Office corporate website in September 2009.</p> <p>GovTalk schemas associated with person and address data standards are now within the remit of the Government Data Standards Working Group.</p>

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
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 Communications	2009 2009	
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	-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	February 2008	

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		web policy and guidelines (to be taken)		
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	
DirectGov				
Proposition and Strategy	The Directgov proposition clearly sets out Directgov's equality policy and this is understood by all staff and departments	A review of Directgov's proposition is underway.	End 2007	Achieved
Editorial Policy	The Directgov styleguide clearly sets out guidance for ensuring that all content on Directgov 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 Directgov website	Mid-2008	Achieved
Internal Management	All staff employed within Directgov 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 Directgov	Directgov conforms to AA standard. Directgov subject to regular independent	6 monthly reviews	Ongoing

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		accessibility audits. All new transactions must be AA compliant before they are allowed to go live on Directgov		
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	Team members undergo Plain English writing. That all events pay due regard to equality and access needs of delegates and staff.	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.	-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	-Team members have access to recognised diversity training. -If staff write policy and guidance or have	2010	Ongoing

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	policies could impact on specific groups.	editing or clearance responsibilities they understand the importance of the legislative requirements.		
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.	<p>-That staff who write policy and guidance or who have editing or clearance responsibilities understand the importance of the legislative requirements.</p> <p>-Have access to recognised equality training.</p> <p>-Periodic Consultation with specific customer groups to gauge the effectiveness of these strategies is undertaken.</p>	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.	<p>-That staff engaged in this work have access to recognised diversity and equality training.</p> <p>-Equality requirements should be specifically highlighted in the delivery plan.</p>	2008	Achieved
Supporting Shared Service Directors	This work is concerned with supporting Shared Service Directors of Corporate	-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
	Services. That Shared Service Directors are specifically reminded about their equality 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.	-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.	-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	-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 fit for purpose and able to compete with 'ever changing' market.	analysis required to ensure customer equality issues are taken into consideration		
Service Delivery	Service Delivery ensure that the technical/managed service provider element of Government Gateway is maintained	-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
Strategic Relationships	SRT interacts with various bodies/departments with regards future concepts that enable Government Gateway to be at the forefront of Government IT.	-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.	-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	To have more formal consultation with	Set up regular service reviews with the departmental health	By end 2007	Achieved

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
service.	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.	and safety officer as well as the Disability in the Cabinet Office (DisCO) network.		
Delivering the corporate IT and Telecoms service.	There is an obvious impact on disabled staff as per above but 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.	A diversity section should be added to the Fujitsu yearly IT performance survey 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.	By the end of the 2007/08 financial year	
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

Departmental Groups and Units

Groups as listed on Cabinet Office Intranet at time of publication.

The units within the Department are:

Corporate Services Group

For a directory of our functions, see:

- [Corporate Services Group yellow pages](#)

Some of the units in the Group

- [Finance and Estates](#)
- [Knowledge and Information Management Unit](#)
- Business Support
- [Human Resources](#)
 - [Internal Communications](#)
- ICT Service Delivery

Civil Service Capability Group and Head of Government HR Professions

- Civil Service Leadership and Talent
- Civil Service Workforce
- Civil Service Performance and Review Directorate
- Head of Government HR Profession
- Civil Service Communications and Reputation

Government Communications and Head of Government Communications Profession

- Customer Insight/Behavioural Change
- Regional Communications
- Digital engagement
- [Cabinet Office Communication](#)

- [Head of Government Communications Profession](#)
- Civil Service Communication and Reputation

Intelligence Assessment and Intelligence Analysis

- Assessment Staff
- Intelligence Analysis Profession and Strategic Horizons
- JIC Secretariat

Government Chief Information Officer (CIO) and Senior Information Risk Owners

- ICT Strategy
- Chief Technology Officer
- IT Profession and Cabinet Office CIO
- Shared Services
- [Information Security and Assurance team](#)
- CIO Council/Office/International Project Management

Intelligence, Security and Resilience Group

- [Civil Contingencies Secretariat](#)
- [National Security Secretariat](#)
- [Office of Cyber Security](#)
- [Intelligence Secretariat and Protective Security](#)

Cabinet Secretariat

- [Economic and Domestic Secretariat and National Economic Council](#)
- [European and Global Issues Secretariat](#)
- [Foreign and Defence Policy Secretariat](#)
- [Honours and Appointments Secretariat](#)

Propriety and Ethics

Office of the Parliamentary Counsel

Cross Government

- [Internal Audit Service](#)
- [Committee on Standards in Public Life](#)
- [Independent Offices](#)
- [Cabinet Office Legal](#)