CabinetOffice

Single Equality Scheme
2008 – 2011

March 2008 – March 2009 Review

Making government work better

Foreword

This review sets out the progress made under the Single Equality Scheme launched in March 2008. This is a review of the progress made between March 2008 and March 2009.

Cabinet Office has diversity and equality as one of our core values, and we aim to promote and to deliver equality as a fundamental part of who we are and what we do. The public equality duties on race, disability and gender are powerful tools which support the Cabinet Office to focus on equality throughout our business. The duties have a significant role in making government work better – the overarching purpose of this Department.

The launch – and now the review of the Single Equality Scheme – mean the Department has a sound framework to meet its public duties and to anticipate the move to Single Equality schemes. The Review shows that progress has been made throughout the department – there is reason to be optimistic that more will be achieved throughout the course of the scheme.

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, and that we respond effectively to the changes that the Equality bill is likely to bring, but that we also actively promote the equality duties and their principles within and outside the Department.

Alexis Cleveland
Diversity Champion, Cabinet Office
July 2009

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 - 2009 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.

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 2008 – March 2009.

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, progress has been made in all parts of the department in the first year.

Corporate Services

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
Financial resources		**Owner for all actions – Corporate Services Group**		
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
Records Management		**Owner for all actions – Knowledge and Information Management**		
Electronic records Management	Electronic records software compatible with all software in use in the Department. Training for staff on the management process takes account of all users' needs.	- The software is tested for compatibility with all new and software in use. - Software shortcuts instead of mouse use are available. - All staff are asked about their training needs in advance of the training event. One-to-one training is provided on request.	Ongoing Ongoing	System tested for compatibility with existing special needs software and monitored to ensure compatibility with any

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				new software. Additional testing to be carried out once Flex is deployed. One to one training provided for all.
Safe and secure working conditions for all staff		**Owner for all actions – Corporate Services Group**		
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 accessibility in the street and around the building, and to provide additional accessible toilets and a	2008 - 2011	Ongoing

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		new lift.		
Communication		**Owner for all actions – Government Communications**		
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 full account of them in developing and implementing	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. We are developing a	April 2008	Point 1 completed June 08. Point 2 partially completed. Guidance produced, did not run master-class.

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	communications strategies and plans	masterclass and guidance pack on communications for CO networks.		
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
Procurement & Effective use of financial resources		**Owner All Actions – Corporate Services Group**		
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.	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.	January 2008 March 2008 March 2008 March 2008 And ongoing monitoring	Achieved

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

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
Learning & Development		**Owner for all actions – Human Resources**		
The development of the Cabinet Office Learning & Development Programme	The provision of a programme that meets the needs of all those in the CO	- 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	- 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
				exploiting the diversity of all team members and the different contributions they can make - All suppliers mainstream equality and diversity into all programme and bespoke events that they run and develop
The delivery of the Cabinet Office Learning & Development Programme	All staff feel that that they are able and willing to attend all relevant CO L&D events	- 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 • Leaders UK • Preparing for top management • Top Management Programme • Windsor Leadership programme	Ongoing Summer 08	Numbers participated in: 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 • 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

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	That the uptake of all L&D events including those that are organised by individuals are evaluated so that the CO have a better picture of the uptake of developmental opportunities	• CO L&D events are evaluated • Build this need into the specification for Shared Services • Analysis of all developmental events	Jan 08 Nov 07 Sept 08	Quarterly L&D evaluation (including developmen t events) reports available L&D events will remain in the HR retained function
Mentoring Schemes	All staff to have the opportunity to be mentored within CO	• Appoint a provider to run a developmental mentoring scheme • Launch mentoring scheme	January 2008 March 2008	Mentoring partnership s 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	• Appoint a provider to run a developmental mentoring scheme • Launch Trading Perspectives scheme (BME, disabled, LGBT, women, carers)	Sept 07 Nov 07	Mentoring partnership s successfully piloted and roll out from April 2009 Trading Perspective s scheme launched and 2 cohorts run so far.
Resourcing – overall departmental		**Owner All Actions – Human Resources**		
	All CO positions	- All vacancies are by	Ongoing	The CO

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	available to all members of staff	default advertised as suitable for part-time &/or flexible working - Part-time and flexible working leaflet produced for all staff so that they are aware of the options available	March 08	policy is that all 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	- Accredited with Disability 2 ticks and the Guaranteed interview scheme for those with disabilities - Take out advertorials in specialist media * 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	Ongoing Sept 07 Nov 07 Nov 07 Sept 07 June 08 September 2008 Ongoing Ongoing April 08	Achieved Achieved Achieved Managers are informed if special requirements/ arrangements need to

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				be made 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 form 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	- 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	Oct 08 April 09	A recruitment strategy is being developed to look at the whole end to end process on how we bring people in.

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				In the interim recruitment and selection tools have been evaluated as fit for purpose for shared services 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	- The new workforce planning process to be equality proofed - Equality review of the workforce planning data	Oct 07 April 08	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

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				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	- HR Director to interview all members of the SCS that are leaving - Exit questionnaire to be sent out to all non-SCS with an offer of an interview - Exit questionnaire to include issues on work-life balance	Ongoing Ongoing Oct 07	Achieved Exit questionnaires sent to all leavers
	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
Workforce diversity and equality		**Owner All Actions – Human Resources**		
	To improve senior accountability for Diversity within the CO	- Appoint a CO Diversity Champion - Appoint board-level diversity & equality champions with a special interest in a particular diversity strand - Improve the quality of Management Information provided to senior managers to encourage greater ownership - Diversity Champion to report back to the Board every 6 months on progress made - Set up an SCS diversity team	Oct 08 Oct 08 Nov 07 Ongoing Aug 07	Alexis Cleveland appointed as Diversity Champion Board level champions appointed Access to MI will be improved with the move to shared services where managers will have access to the data for their teams. A survey to

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				get people to update personal data has been held in the period and people will be reminded to check personal data when they log onto the shared services portal for the first time Board updates on Diversity have been provided The SCS diversity team was set up and they have recently been involved in developing the CO Diversity Strategy and plan.
	An inclusive culture with greater openness on equality and	• All diversity networks to be provided with facility time and a	Aug 07	Achieved Policy on

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	diversity issues	budget • Allow discretion over the use of privilege days so that staff can use them for other religious holidays • Include diversity in the CO Values and Behaviours • Review the availability of prayer rooms in all CO buildings • Introduce salary advance for religious festivals other than Christmas	2008 Nov 07 Dec 07 Dec 08	privilege days available on CabWeb Diversity is included in the CO values and behaviours which can be found on CabWeb Prayer rooms facilities were reviewed and facilities are available in the CO Policy available on CabWeb for salary advance for religious festivals other than Christmas
	To have a workforce that is representative of the population that it serves	• Provide additional training for the CO recruitment team • Pilot a blind sift exercise • Conduct further analysis of recruitment and	Jan 08 Oct 07 Jan 08	Team continue to take account of changes in employment and case law and

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		promotion within the CO looking for barriers to the recruitment and progression of under-represented groups • Review the recruitment pack provided to applicants to ensure that it provides information on diversity and equality within the CO • Participate in the civil service summer development programme and summer placement scheme • Disability awareness training is available for all staff • Review the arrangements for disability leave • Produce a disability toolkit to support managers in supporting their disabled staff	 Apr 08 June 08 June 08 Dec 07 Dec 07	have attended TSOL briefings. A pilot sift exercise was conducted in 2008 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 provides information on diversity and equality within the CO. 6 placements civil service development scheme

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				for 08/9 and 09/10 Disability awareness training sessions run as part of staff learning events. Advice on targeted disability awareness training available from L&D team as required. Disability leave policy reviewed and published on CabWeb Disability toolkit launched and on CabWeb
	To have equality and diversity embedded in all HR policies and processes	• Review the performance management system and make appropriate changes to ensure	Oct 07	Changes to the performance assessment tool were

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		that it is fair to all and that work on diversity and equality is recognised and rewarded • Equality check mid year and end year tranche marks • HR Diversity manager to input into all changes in HR policies and processes to ensure that there is no unfair discrimination • Carry out Equality Impact assessments to all changes to HR policies and procedures	Nov 07/May 08 Ongoing Ongoing	implemented 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. All policies and processes have been reviewed and streamlined for shared services with input from the HR Diversity manager. The requirement

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				to carry out impact assessments has been reiterated in the CO Diversity action plan.
	Bullying and harassment is eliminated within the CO	• HR Diversity Manager takes action to review and revitalise the Harassment Contact Officer Network	March 08	Complete
		• At least 1 member from each Network is trained as a Harassment Contact Officer	March 08	Pilot positive action training courses held.
		• Positive action training is offered to all staff to ensure that they are able to challenge inappropriate behaviours	April 08	
	To ensure that we have clear and consistent messages on diversity and equality	• Review diversity and equality pages on CabWeb	Jan 2008	Diversity and equality pages reviewed. Reviewed and updated in March 2009 to support shared services Communications masterclass run for
		• Senior diversity champions are provided with a core brief	Nov 07	
		• Organise and run a communications masterclass for Networks	Dec 07	
		• Initiate a quarterly diversity and equality issue for 'Inside'	Ongoing	

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		• Develop a co-ordinated calendar of diversity events • Participate in external accreditation and benchmarking exercises • Put forward nominations for the 2008 Civil Service Awards	Sept 07 Ongoing Sept 08	networks Regular diversity special 'inside editions' produced Information on major festivals being disseminated to staff and managers Participated in external benchmarking exercises with Race for Opportunity, Employers' Forum on Disability and Stonewall Nominations put forward for 2008 civil service awards.
Financial & Estate Management		**Owner All Actions – Corporate Services**		
Recruitment of Gateway Reviewers	Increased representation of affected group(s) in	- HR to be consulted about under-representation of	October 2007 - March 2008	Achieved

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	pool of Gateway Reviewers.	affected group(s) at senior levels with a view to agreeing actions required to increase numbers of suitably qualified candidates for Gateway Reviewer pool. - Affected group (s) to be consulted.		
Recruitment for Parliamentary Counsel		**Owner All Actions – Parliamentary Counsel Office**		
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
Effective Communication Specialists		**Owner all Actions: Government Communication Network**		
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	Ongoing	Ongoing

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		share partners.		

Policy Development and Research

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
Effective Strategy and Policy Development		**Owner All Actions – Strategy Unit**		
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
Honours System		**Owner All Actions – Ceremonial Secretariat**		
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.	- 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	2008-10 ongoing 2008	build on the PM's local heroes initiative. Ongoing: more women have been appointed. All committee chairs are independent of government. Data recorded and maintained. Since birthday list 08, we have monitored disability of successful candidates
To provide a high quality nomination service to the public.	That the nomination process is understood, accessible and available to every UK citizen. - Nominations can be made in English or Welsh. - Guidance on nomination forms is available in	- 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	ongoing ongoing Due to report in 2008	Ongoing. We have held series of presentations with Lord-Lieutenants and senior local stakeholders to engage them in the honours process.

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	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. - The honours website provides information and guidance on how to make a nomination and electronic nominations are now accepted.	perception of the honours system. - 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.	2007-08	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.
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.
Economic and Domestic Affairs		**Owner All Actions – Economic and Domestic Affairs Secretariat**		
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

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	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	Women's opportunities to be paid the fair rate for the job to be equitable to that of men. The contribution that older workers make to the workforce is optimised, negative financial impacts of aging	- 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. - Public Services Forum (PSF) has considered impact of aging demographic and impact on working	Underway Dec 08 and ongoing	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

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	population is strategically managed, particularly in pensions and rewards.	practices and pensions reform. Further discussions to be had with trades unions and employers through PSF work programme.	Underway	gap.
				Policy analysis and presentation to the OECD on Dec 08 on UK's approach to the ageing workforce and implications for public service reform.
	Diversity of talent across all BME and migrant groups is effectively and fully utilised, racial discrimination avoided.	- Specific work area on diversity, with a focus on race, migration and disability, in PSF work programme.	May – 08 to June 09

May 08 to June 09 | 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. |
| **Joint Intelligence Committee and** | | **Owner All Actions – Intelligence and** | | |

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
Professional Head of Intelligence Assessments (PHIA) Function		**Security Secretariat**		
Provide a variety of objective, timely, all-source intelligence assessments for the Prime Minister, Minister and Policy makers.	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.	- The JIC Secretariat Customer Satisfaction Survey will be used to identify areas for improvement. - All attendees to be asked about accessibility requirements	Customer Satisfaction Survey scheduled for August 2008. Immediate and ongoing	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 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

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Social Exclusion		**Owner All Actions – Social Exclusion Task Force**		
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
Strategic Communication		**Owner All Actions – Government Communication Network (GCN)**		
- Best Practice To ensure Government Communicators understand and apply best practice principles of strategic communication. GCN = Government Communication Network	Improved evidence base	- Developed GCN style guide to ensure all commissioned, as well as our own, communication activity adheres to best practice accessibility. Communications outputs also available in alternative formats on request. - We have developed a Knowledge bank with best practice guidance for GCN members on how to communicate with hard to reach groups and links to the images of disability website - The redevelopment and	Ongoing Ongoing Ongoing	Ongoing Ongoing Ongoing

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		design of the GCN website was developed to reflect the diversity of the end customer. The site complies with W3C's AA standard for accessibility. - The new Evolve/skills audit tool being developed will also be compliant. - 2007 Annual research conducted on sample profile (400 = approx 10%) of GCN registered users to assess :-understanding and perceptions of GCN, levels of use of key GCN services, awareness, understanding and perceptions of the GCN Engage programme and key areas for development across the GCN. Responses collated by **gender** and **ethnicity.** Will be taking advice on improving evidence base for 2008 survey and how much detail can be obtained directly	March 2008 February 2008	
Policy Project - Development and launch of new customer service standard	Aimed for use by public service managers to improve the customer/citizen experience of	- We have built into the new standard a requirement for public service organisations to understand all	Launch Due November 07	Achieved

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	their service Ensure Equality Issues fully represented in the new standard	customer groups, particularly 'hard to reach' citizens, and tailor their services accordingly. - The new standard requires robust measurement of customer satisfaction, in order to monitor that all groups receive excellent services - Principles of fairness and equal treatment are at the heart of the new standard, reflected in the criteria	On going review and evaluation	
	Owner All Actions – Various teams of the Civil Service Capability Group			
- Achieving a diverse Civil Service		**Owner Actions – Diversity Strategy Team**		
Monitoring of progress under the Civil Service 10-Point Plan on Delivering a diverse Civil Service	Through the 10-Point Plan, to address issues such as under-representation, behaviour and culture, and development to achieve a diverse Civil Service	- Review of departmental actions under the 10-Point Plan and report to be published.	Ongoing until October 2008	Completed
To evaluate the Civil Service 10-Point Plan on Delivering a	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	Completed

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
diverse Civil Service, and to develop the post 2008 strategy			strategy and in place by October 2008 - Monitoring new strategy 2008 – 2011.	
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
Ongoing Consultation with Civil Service and external equality / diversity organisations	Ongoing dialogue with diversity organisations to ensure effective understanding of current issues and involvement	- Regular diversity partner meetings; - Meetings with CCSU; - Involvement with Diversity Practitioners Network;	Ongoing	Ongoing

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	for views and ideas.	- Continued dialogue with diversity organisations involved with this scheme and others.		
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**		**Owner Actions – Capability Review Team**		
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 Reward**		**Owner Actions – Employment and Reward Team**		
Efficiency	To ensure that equality impact	- Remind / ongoing advice to departments	Ongoing	Ongoing

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	is assessed on all departmental efficiency proposals	and agencies to conduct equality impact assessments		
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 impact.	By December 2009	Ongoing
Job Evaluation	Job evaluation	- Any new	Ongoing	Ongoing

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	training / process to take full account of equality and diversity.	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.	By December 2009 December 2009	
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**		**Owner Actions – Fast Stream Marketing Team**		
Graduate Recruitment for Civil Service Fast Stream - Marketing	Increase numbers of applications, especially from BME groups & Disabled people	- Tender contract for Fast Stream marketing strategy and, in conjunction with provider, put revised marketing campaign in place.	In early 2008 so revised campaign in place for 2009 Fast Stream scheme	In early 2008 so refreshed campaign was put in place for 2009 Fast Stream Programme

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		- Outreach activity to universities will be targeted at universities with high numbers of BME students.	Ongoing	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.
Owner All Actions – Office of the Third Sector (OTS)				
Driving cross-Government action to improve partnership working and ensuring better terms of engagement between Government and the third sector	Government Departments take into account the needs of diverse third sector organisations in their policy and programme delivery.	1. The OTS works with Other Government Departments to develop policies and programmes taking into account the needs of the third sector. As part of this work the OTS is undertaking a detailed study on third sector delivery of employment services, which will, where	1. Employment services study in place for the start of 2008	1. The OTS has been working has been working closely with some departments to support them in developing or refreshing their strategies for the third sector. This involves

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		relevant and appropriate, look at the provision of services by equalities groups or for equalities groups. 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 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	2. Revised Compact documentation for first quarter of 2008-09	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. For example, DEFRA published their third sector strategy in Autumn 2008. The strategy contains a dedicated section on advocacy and voice, committing to engaging with

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		account the diversity of third sector organisations		hard to reach communities and organisations, whether isolation is geographical or sociological in cause. In addition, DEFRA will be working with all their NDPBs and Delivery Partners to ensure their effective working with all groups represented by the third sector. DCMS are refreshing their strategy for publication in April 2009, reflecting their relationship with the broad and diverse range of organisations in the sector, including work on widening opportunities for participation. OTS has also encouraged departments in setting up third sector advisory

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				groups and in some cases a strategic partner programme to engage different parts of the sector in decision making. OTS also works across all departments through supporting networks of the Third Sector Champions, Third Sector Liaison Officers and Government Office third sector leads to spread best practice and bring about change. We also work with Compact Voice and the Compact Advocacy Programme to help resolve areas of difficulty. 2. A refreshed Compact which includes how Government should work with the breadth of the

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				sector, including those diverse communities, will be published
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 of training. The impact of the V4All programme is being evaluated – the OTS will disseminate the learning from this evaluation. 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	1. Evaluation of V4All summer 2008.	The final evaluation of Volunteering for All will be published in Summer 2008 and will report on the lessons learnt from the programme. In addition in March 2009, through the GoldStar volunteering and mentoring programme, OTS will publish good practice guidance on involving people from black and minority ethnic groups and disabled people in volunteering. The OTS has also announced a new programme focusing

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		volunteering. The OTS will work with v to ensure information is captured about the diversity of participants on its volunteering programmes. 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. 3. The OTS supports the sector's infrastructure through the organisation Capacitybuilders. One of Capacitybuilders key objectives in delivering the ChangeUp programme is to	2. Local funders will be appointed by July 2008. 3. Capacitybuilders to launch new Improving Reach programme – April 2008. Ongoing evaluation and monitoring	specifically on increasing opportunities for disabled people to volunteer. This programme will launch in April 2009. The final evaluation of Volunteering for All will be published in Summer 2008 and will report on the lessons learnt from the programme. In addition in March 2009, through the GoldStar volunteering and mentoring programme, OTS will publish good practice guidance on involving people from black and minority ethnic groups and disabled people in volunteering. The OTS has also

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		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. 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. 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	4. Consultation with the sector on social enterprise promotion – up to April 2008.	announced a new programme focusing specifically on increasing opportunities for disabled people to volunteer. This programme will launch in April 2009. 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

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		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. 5. The OTS will, in its communications ensure that examples of equalities' groups successes are highlighted. The OTS has already published some of its documents in large print, Braille and in formats approved by the Plain English campaign. The OTS will continue to ensure its documents are available in different formats as appropriate and are disseminated to different audiences through contact with third sector umbrella groups.	5. Ongoing	practice in grant making is available to groups. 3. In 2008, 73 grants were announced under the £18 million Improving Reach programme. These provide extra resources to extend support services to groups working in and with excluded communities including LGBT and BME communities, with disabled people, refugees and asylum seekers. Capacitybuilders' Equalities and Diversity National Support Service was also launched in 2008, funded at £1.2 million over three years. This supports equality

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				networks and will improve support providers' abilities to support all frontline organisations on equality, diversity and human rights. 4. As part of its strategic funding, the Social Enterprise Coalition held a BAME Social Enterprise Conference in July 08, the Minister spoke and a number of the Social Enterprise Ambassadors ran workshops. Over 2008 SEC held a number of consultation events around England to understand the particular needs of BAME social enterprises. These have

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				been used to produce a BAME Social Enterprise Strategy which will be published in mid 09. The Ambassadors represent a cross section of the social enterprise sector and the diverse communities in the UK. 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. Representatives of BAME communities were interviewed as

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				part of both quantitative and qualitative research and their responses informed the final findings of the research and recommendations published in Sep 08. Following the recommendations of the research (above) COI is currently working with the sector to develop a way for the sector to identify itself to customers and investors.
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	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,	1. Third sector review, published July 2007	The OTS published a new Action Plan to support the sector through the downturn. Equality Impact Assessments are being conducted on the major new funding schemes which will inform their delivery

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		lesbian, gay, bisexual and transgender communities, women's groups and disability organisations. The OTS will continue to take into account the needs of diverse groups in policy making. The OTS will undertake equality screening for all new policies previously unannounced through the third sector review over the CSR years, leading to partial or full Equality Impact Assessments where appropriate 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 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		Ongoing
	2. OTS continues to consult and bring different voices into the policy making process, including equalities groups		2. Strategic partners programme ongoing to 2011 3. New advisory group in place – from April 2008	

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	Regulatory environment: 1. The regulatory environment takes into account the needs of equalities groups	is open, accessible and encourages participation from a wide range of organisations. Membership of the group will be made public. 1. For the Charities Act 2006, a Race Equality Impact Assessment was carried out, following consultation. Of particular note are the Act's reference to charitable purposes which now includes the advancement of religion and the advancement of human rights, conflict resolution or reconciliation or the promotion of religious or racial harmony or equality and diversity. The OTS will undertake a review and a report to Parliament on the operation of the Charities Act, and will include the impact on equalities groups. In developing secondary legislation and regulations OTS will ensure that a range of organisations have the opportunity to take part in any	An evaluation of the Charities Act is due to start in 2011 which will include an assessment of the Act's impact in relation to equalities. 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.	

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		consultation. We will work with our strategic partners to ensure that consultation documents are available to organisations representing equalities groups.		
Developing a strong evidence base and analysis to better inform work of the government and third sector.	OTS has a clear understanding of the value of different groups in the third sector and the needs of diverse groups in the third sector	1. The OTS is committed to establishing a national research centre on the 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. 2. The OTS gathers and publicises information on a routine basis about the third sector and its activities. The OTS will ensure, where	1. The call for proposals for the centre is currently out. The closing date for proposals is 27 March 2008. 2. Ongoing	This 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 over-looked or relatively poorly covered in previous research

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		possible, that information about different equalities groups is captured and disseminated. 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.	3. All staff 1 visit per year	A survey of OTS staff conducted in February 2009 shows that staff on average met or visited an equalities based organisation 1.5 times in the past year
Transformational Government		**Owner All Actions – Transformational Government**		
- IT Profession				
Implementation of an IT professional Programme	Implementation and engagement will be carried out in keeping with best practice in the field.	• All language used is equality and gender neutral. • Equality awareness can be built into the annual monitoring and review cycle.	1 year- annual monitoring and review cycle.	Ongoing
Communications Management • Promoting benefits of IT Profession • Ensure customer	Marketing and communication strategy is reaching and impacting positively on a diverse audience.	• Diversity data has been collected as part of the Customer Satisfaction Survey.	1 year- annual monitoring and review cycle.	Ongoing

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
satisfaction		• 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.		
Technology in Business Fast-stream Recruitment Programme • 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.	• The scheme is currently marketed and designed to attract a diverse cross section of society. • All language used is equality and gender neutral. • Equality awareness can be 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.	
Establish Government IT	To ensure the programme and	• All language used is equality	1 year- annual monitoring and	Ongoing

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.	and gender neutral. • Consider the need for equal opportunity monitoring once new programmes have commenced. • Equality awareness can be built into the annual monitoring and review cycle.	review cycle.	
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
Transformational Government		**Owner All Actions – Transformational Government**		
Secretariats				
Delivery Council Contact Council	That all members have an understanding of equality duties and how the council/forums can ensure that equality issues are considered.	• 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
Customer Insight forum Administrative and policy responsibilities	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.	• Members have access to recognised equality training. • 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.	By 2009	Available if appropriate
Development of policy, guidelines, reports and discussion documents Service design, channel strategies and other relevant areas of work	That due regard is given to equality issues and how any guidelines and policies could impact on specific groups.	• That staff who write policy and guidance or who have editing or clearance responsibilities, understand the importance of the legislative requirements. • Have access to recognised equality training. • Research to be undertaken to test the impact of equality issues on service design. • Periodic Consultation with specific customer	2008 By 2011	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

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		groups to gauge the effectiveness of these strategies is undertaken.		
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.	• That staff engaged in this work have access to recognised equality training. • Equality requirements should be specifically highlighted in the delivery plan.	2008	Yes as part of regular procedure Service design is ultimately about improving people's experiences of using public services. This covers both access and equality issues. Ongoing
Customer Group Directors These positions are in place to address cross boundary/depart mental issues	That Customer Group Directors are specifically reminded about their equality duties and that the roles and responsibilities statement	• That staff engaged in this work have access to recognised equality training. • Roles and responsibilities statement for Customer Group	2008	Ongoing STA does focus on individual citizens

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
that certain groups in the community have. Many will be associated with equality. This work is concerned with supporting customer group directors.	reflects this.

That other customer group directors to be recruited as a matter of priority. | Directors reflect the need to address equality issues for these groups. | | |
| Conference and communication strategies | That all communication strategies conform to standards regarding plain English and are accessible to a wide range of individuals ensuring that the specific needs of the audience are attended to i.e. disability, language, etc | Staff undergo specific training:

a) Plain English writing and communication for specific groups including.

b) Cultural training.

c) Equality training.

d) That all communication produced by the unit is periodically audited to ensure that it is accessible and that equality needs have been considered.

That all events pay due regard to equality and access needs of delegates and staff. | 2010 | Customer Group Directors were appointed in 2006 – one for farmers and one for older people. These appointments were experimental and we concluded from them both that the benefits to be gained from taking such an approach to service improvement were limited and that there were in fact various senior positions already in existence in Government which did a very similar job . It was therefore |

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
				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 projects	That due regard is given to equality issues and how any guidelines and policies could impact on specific groups. All project work specifically designed and undertaken to improve public service for the customer will specifically address and consult on equality issues as appropriate.	• That staff engaged in this work have access to recognised equality training. • Project evaluations reflect where equality issues have been considered and addressed where appropriate.	2010 ongoing	Ongoing Ongoing as required Tower 8.5 conference ensures access for people with disabilities
Contact centre policy and the	That due regard is given to	• That any public sector contact	2010	Ongoing

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
development of accreditation framework	equality issues and how any guidelines and policies could impact on specific groups.	centre blueprints reflect equality responsibilities and the legislative requirements. • That staff have access to recognised equality training. • Audits are undertaken to test the impact of the accreditation framework on equality.		Any accreditation scheme we recommend does include access to better services as a quality measure
Strategy & Policy Team				
Agreement and publication of a Data Sharing Strategy (July 2007) and implementation in place (Dec 2007) (DCA lead)	-	Clarification required as to whether MOJ (formerly DCA) would take lead in drawing up procedures within their own plans	July 2007 December 2007	
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	Ongoing
Implementation of a strategic approach to	That due regard is given to equality issues and how any	• That staff who write policy and guidance or who have editing or	March 2008	

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
innovation (launch Summer 07, rollout by March 2008)	guidelines and policies could impact on specific groups	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.		
Publication of second Annual Report	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 the report.	Ongoing	Annual report published 16/07/08. All aspects of diversity guidelines adhered to through development and publication of online report
Further development and communication and management of the Transformational	That due regard is given to equality issues and how strategies outlined in the plan will impact on specific	• That staff engaged in this work have access to recognised equality training. • Equality requirements should be	2008	Achieved

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
Government Strategy	groups.	specifically highlighted in phase II of the TG strategy		
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	
Maintenance e-Government Metadata Standard	That any updates to the Metadata Standard take into account equality issues	• In handing over responsibility to the National Archives the relevance of certain areas of the eGMS (Audience, Language, Rights) to specific groups targeted in the audit should be flagged	2008	Handover of eGMS completed 2008. Cabinet Office has provided guidance and flagged the areas relevant to equality with TNA and the chair of the review group
Maintenance Government Data Standards Catalogue	That any updates to the GDSC take into account equality issues	• In handing over responsibility for specific standards to individual departments, the relevance of some existing Person Information and Relationships standards to specific groups mentioned in the audit should be flagged • Where Person	2008 2009	Handover of GDSC person data standards completed 2008. Cabinet Office has provided guidance and flagged areas relevant to equality with the chair of the Data Standards Working Group.

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		Information and Relationships standards remain under TG ownership, participation in consultations by appropriate interest groups should be sought and encouraged when updating those standards		
Maintenance GovTalk schemas	That equality issues are considered in accepting new schemas for GovTalk. That updates to existing schemas take account of equality issues	• That the GovTalk administrator receives training in equality issues in relation to website use and content • That equality issues receive consideration in any updates to the Address and Personal Details schema	2008 2009	Adherence to current COI accessibility guidelines are included in the requirements for an improved GovTalk service. GovTalk schemas associated with person and address data standards are now within the remit of the Government Data Standards Working Group.
Management of GovTalk website	That equality issues are considered in relation to the	• That the GovTalk administrator receives	2008	Adherence to current COI accessibility guidelines are

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	website and its contents	training in equality issues in relation to website content • That the website receives appropriate accessibility badges in line with CO policy	2009	included in the requirements for an improved GovTalk service.
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 Transformational Government				
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	That websites are accessible and easy to use	• Take into account the needs of older people and	February 2008	

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
guidelines	for all people including older people and disabled people	disabled people in the development of web policy and guidelines (already taken) • Groups representing the interests of older people and disabled people are consulted in the development of web policy and guidelines (to be taken)		
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 teats 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	Mid-2008	Achieved

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		Directgov website		
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 accessibility audits. All new transactions must be AA compliant before they are allowed to go live on Directgov	6 monthly reviews	Ongoing
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	• Team members have access to recognised diversity and equality training.	By end 2009	Achieved

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	impact on specific groups.	• If staff write policy and guidance or have editing or clearance responsibilities they understand the importance of the legislative requirements.		
Working to create an internal market for Shared Services	That due regard is given to equality issues and how any guidelines and policies could impact on specific groups.	• Team members have access to recognised diversity training. • If staff write policy and guidance or have editing or clearance responsibilities they understand the importance of the legislative requirements.	2010	Ongoing
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.	• That staff who write policy and guidance or who have editing or clearance responsibilities understand the importance of the legislative requirements. • Have access to recognised equality training. • Periodic Consultation with specific customer groups to gauge	2008	Achieved

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		the effectiveness of these strategies is undertaken.		
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.	• That staff engaged in this work have access to recognised diversity and equality training. • Equality requirements should be specifically highlighted in the delivery plan.	2008	Achieved
Supporting Shared Service Directors	This work is concerned with supporting Shared Service Directors of Corporate Services. That Shared Service Directors are specifically reminded about their equality duties.	• That staff engaged in this work have access to recognised diversity and equality training.	2008	Achieved
Business & Audit Services (BAS)	BAS support the other teams within EDT directly and indirectly. Customer/stakeh older interaction forms 'business as usual' function. Equality issues	• Members should have access to recognised equality training • Following this, research/impac t analysis required to ensure	By end 2008	Achieved

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	should therefore be given priority to ensure actions are in accordance with guidelines.	customer equality issues are taken into consideration		
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 Gateway is fit for purpose and able to compete with 'ever changing' market.	• Members should have access to recognised equality training • Following this, research/impact analysis required to ensure customer equality issues are taken into consideration	By end 2008	Achieved
Service Delivery	Service Delivery ensure that the technical/managed service provider element of Government Gateway is maintained	• Members should have access to recognised equality training • Following this, research/impact analysis required to	By end 2008	Achieved

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
		ensure customer equality issues are taken into consideration		
Strategic Relationships	SRT interacts with various bodies/departments with regards future concepts that enable Government Gateway to be at the forefront of Government IT.	• 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 service**.**	To have more formal consultation with the departmental representatives for disabled people so feedback on our provision of	Set up regular service reviews with the departmental health and safety officer as well as the Disability in the Cabinet Office (DisCO) network.	By end 2007	Achieved

Function / Policy	Desired Outcome	Actions	Timescales for action	Update
	services to disabled people can be monitored more effectively than the current anecdotal evidence.			
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

The units within the Department are:

Group	Units
Business Support Group	Knowledge and Information Management Unit, Financial and Estate Management, Independent Offices, Private Offices Group, Committee on Standards in Public Life
Civil Service Capability Group	Made up of teams such as Capability Review Team, Employment and Reward Team, Diversity Strategy, Health and Well-being Team and Human Resources
Transformational Government	Transformational Government
Domestic Policy Group	Ceremonial Secretariat Economic and Domestic Affairs Secretariat Office of the Third Sector Social Exclusion Task Force Strategy Unit
European and Global Issues Secretariat	Both a group and unit
Communication and Information Group	Cabinet Office Communication Government Communication Network Histories, Openness and Records Unit
Intelligence, Security and Resilience Group	Civil Contingencies Secretariat Emergency Planning College Intelligence and Security Secretariat
Foreign and Defence Policy Secretariat	Both a group and unit
Prime Minister's Office	Both a group and unit
Cross government units	Office of the Parliamentary Counsel
Other	Intelligence and Security Committee Secretariat Whips' Offices, House of Lords and House of Commons

The Department has 12 non-departmental public bodies (NDPBs), which are mainly small advisory bodies (such as the Committee on Standards in Public Life) or tribunals (such as the Civil Service Appeals Board). We have one Executive NDPB (Capacitybuilders) which has been informed of the requirements under the equality duties.