

Appendix 2: Draft Equality Review Recommendations - mapped activity

Proposed recommendation	Themes						
	Cumulative Analysis techniques	Equality Analysis processes	Procurement processes and Contracted-Out Services	Quality Improvement activities	Monitoring Progress and Performance	Induction and Development of staff	Recruitment and Retention
Year 1 Actions 2016/17							
Include equality and inclusion as a competency within the generic role profiles that are being developed as part of the Phase 2 Reward Project.						Q1 2016	
Ensure that the implementation of the Tier 3 review is subject to equality analysis.						Q1 2016	
Ensure questions are added to alert managers to stereotyping and unconscious bias to the bank of questions being developed as part of the new e-recruitment system.						Q1 2016	
Ensure inclusion and diversity issues are taken into account when designing and implementing the revised Induction Programme to be launched in 2016						Q1 2016	
Implement a council wide communications programme to engage all employees in the project and to update them on the outcome of the review.						Q1 2016	
A cumulative equality impact analysis be undertaken to identify any evidence of disproportionate adverse impact across the Delivery Plans.	Q2 2016						
Staff understand the importance of cumulative analysis and how to do this.	Q3 2016						
Ensure due regard and equality analysis is included in generic policy and project guidance, templates, review arrangements and commissioning.		Q1 2016					
Provide support to staff on identifying and interpreting data sources utilising opportunities for peer learning on equality analysis, e.g. open forums to share challenges and solutions.		Q1 2016					

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Actions proposed for mitigating the adverse impact identified in the initial EIA are implemented and monitored.					Q1 2016		
The EqIA is updated on a quarterly basis to identify any adverse impact emerging over time and allow for mitigating action to be considered.		Q4 2016					
Where functions are contracted out ensure that there is explicit information in the contract about the obligations on the contractor to take account of the Equality Duty and have fair employment practices and ensure that service reviews take account of this requirement.				Q1 2016			
Council data is disaggregated by the Protected Characteristics and reviewed for differential impact.				Q3 2016			
Each department should integrate diversity and inclusion into its workforce planning, for example by looking at the diversity of the talent among their staff.				Q3 2016			
Stakeholder Engagement Guidance is reviewed for reference to be made to consider inclusion issues e.g. timing for people with caring responsibilities etc.				Q3 2016			
Staff survey include equality monitoring and that there is an analysis of the data against key survey questions.					Qtr 1 2016		
Equality and inclusion is both explicit and implicit within the Values, the equalities impact to be identified.							Qtr 1 2016
Update legislative equality references on the intranet.				Q2 2016			

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Have a Home page link to the equality pages so that content is more prominent and can be accessed quickly by staff seeking information.				Q2 2016			
Improve governance to help embed equalities allied to long term staff development plans				Q3 2016			
Raise awareness of the Public Sector Equality Duty and give feedback on how equalities are being addressed in audit work and where more can be done.				Q3 2016			
Provide an update on progress against the Council's Equality Objectives				Q3 2016			
'All About Change' page - Add equality reference to the 'Risks & Issues' log (legal and reputational issues)				Q2 2016			
Customer Service Transformation page - Consider including service related equality monitoring data.				Q1 2016			
Programme regular EDI surveys and focus groups to assess experiences and perceptions of equality within the workplace in relation to recruitment and selection.					Q3 2016		
Ensure that managers are highly skilled in communication with staff and alert to their own biases and that leadership development programmes include content to support current and future leaders demonstrating leadership on tackling bullying.				Q2 2016			
Include a reference to Human Rights and links to the Harassment and Bullying policy and relevant information on the HR pages					Q2 2016		

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Ensure all HR policies and information on the intranet is relevant and up to date					Q3 2016		
Year 2 Actions 2017/18							
Ensure that equality analysis is included in the development of the Haringey Academy's faculties.		2017					
The Equality Policy and the Equality Handbook 2012 are reviewed and updated to reflect the Corporate Plan				2017			
Have EIA guidance and template available on the intranet for staff to access directly rather than them having to the external website.				2017			
Inclusive leadership training for all managers				2017			
E&D Training should be mandatory for all employees especially managers to help target common development needs.				2017			
Align any equality guidance for staff and Members more closely to the key functions of the Council e.g. commissioning, partnership working, employment, residents.				2017			
Develop more positive action pathways to support staff in underrepresented groups reach their potential.						2017	
Review mentoring programmes across the Council						2017	

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Develop 'Fair recruitment' guidance and ensure recruitment policy and procedure is explicit on how Council will demonstrate openness, transparency and fairness, benchmark practice against this.							2017
Reaffirm the Council commitment to Flexible Working. Record staff data of those who apply and its success rate by manager, department and service unit.							2017
Year 3 Actions 2018/19							
Equality analysis is included to enable the Procurement Strategy to be a core part of projects and programme management.		2018					
Create a Corporate Equality Group which contains a mixture of key strategy, policy and performance officers. This group should report to the Corporate Leadership Team and has oversight over the development of equality and ensures that the focus on equality is maintained.		2018					
The new Procurement strategy should outline how the Council influences the Collaborative Procurement Hubs to strive for a diverse supplier base (if remit allows).			2018				
The new Procurement strategy should include information on the Council's achievements in attracting SMEs/local trade; innovation undertaken in this area including any examples of positive action.			2018				
Improve governance to help embed E,D & I allied to long term staff development plans				2018			
Ensure documents placed on the intranet are dated so that it is easy to identify content that needs to be refreshed.				2018			
Create Council Champions of Diversity & Equality to further support staff in this area.				2018			

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Join membership of organisations such as Stonewall and Race for Opportunity							2018