Appendix 1

Corporate EDI Action Plan 2023-25

Theme	Actions	Desired Outcome	Timeframe	Owner	RAG
Recruitment Processes are robust and free from unlawful discrimination	• Focused attention on senior level opportunities and increasing the pool of diverse candidates	Recruitment outcomes are representative, and analysis is shared with the wider workforce	Ongoing	HRR&OD	
	• All recruiting managers to attend face to face compulsory recruitment and selection training	100% of managers complete the mandatory training before panel duty	Ongoing	HR&OD/SLT	
	• Updated guidance on diverse panels to be re-issued to managers (exceptions must be open to challenge)	Recruiting managers are clear about the requirements and their responsibilities	Immediately	HR&OD/recruiting managers	
	• Consider monitoring/reporting arrangement for the 'make up' of interview panels	90% of panels are diverse (2023/24) 95% (2024/25)	31/12/2024	HR&OD	
	• Create pool of diverse panel members for reference and development to enable them to challenge unfair practices in real time	Diverse panel members can be called upon to support the recruitment process	31/3/2024	HR&OD	
Theme	**Actions**	**Desired Outcome**	**Timeframe**	**Owner**	**RAG**
Diverse Representation – attract, recruit, and retain and progress a	• Identify key recruitment campaigns/key roles (Strategic Director) and consider whether performance/diversity targets	A more representative workforce profile particularly at senior level	Ongoing	HR&OD/SLT	

diverse range of employees	should be applied with recruiting agents			
	• Research and establish process to 'identify and support' future Black Asian, Minority Ethnic talent for opportunities at senior levels e.g. London Council projects	A robust pathway exists to encourage Black Asian Minority Ethnic applicants both internal and external to apply for roles	31/3/2025	HR&OD
	• Work in partnership with Legal to provide managers with clear advice and guidance on Positive Action interventions	Clear statement is available outlining what is lawful/unlawful practice	31/7/2023	HR&OD/Legal
	• Managers encouraged to coach and develop staff from under-represented groups and an appropriate reward system established to reward progress	At least 50% of staff taking part in the inclusive mentoring scheme are from an under-represented group	31/03/25	HR&OD

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Data drives meaningful performance targets and actions	• Create a dashboard metric for target setting, performance reporting and benchmarking enabling senior leaders review data on a quarterly basis	Data is easily accessible, understood and used effectively to make informed decisions about EDI related issues and set targets where appropriate	31/03/2024	SLT, HR&OD, Strategy and Performance	
	• Dashboard datasets (phase 1) to be made available to the Strategic Leadership team (SLT) to include establishment and workforce profile review	SLT can confidently access and interpret data for their service area and use the data to inform staff briefings and service actions	31/03/2023	HR&OD/SLT	

	• Review data/dashboards (phase 2) and set SMART targets for 2023/24 and 2024/25 • Launch campaign to encourage staff to complete personal data (unknown status – currently 15%)	SLT are clear about data requirements at management, corporate and sub/regional level (WLA/London Councils) An increase to 90% (2023/24) completion of personal data increasing to 95% (2024/25)	31/03/2024 31/03/2024	HR&OD/SLT HR&OD/SLT	
Theme	**Actions**	**Desired Outcome**	**Timeframe**	**Owner**	**RAG**
Corporate EDI Strategy to demonstrate our robust understanding of our workforce and have identified/responded to areas of improvement that align with the themes highlighted at directorate level	• All directorate EDI leads to provide quarterly updates to the Corporate Equality Board on their directorate action plans, priorities for implementation and details of their staff engagement and monitoring approach • EDI leads to finalise directorate action plans and share with CEB and service teams • Corporate EDI Lead to monitor and undertake quarterly reviews of the plan in compliance with governance arrangements and the Public Sector Equality Duty	The corporate EDI action plan helps to maintain focus on the EDI agenda and stakeholders can see progress at quarterly reviews Stakeholders understand key priorities for the service and feel involved in the collaboration process Progress is reported and actions to mitigate issues are confirmed and or escalated to key stakeholders	Ongoing 31/07/2023 Ongoing – quarterly/ annual review	HR&OD/SLT/EDI Leads EDI Leads/HR&OD HR&OD/SLT	
Theme	**Actions**	**Desired Outcome**	**Timeframe**	**Owner**	**RAG**
Effective Communication Strategy to raise awareness and tackle inequality	• Agree sign-off and implementation of Cultural Awareness Calendar • Develop a communication strategy in partnership with the	All stakeholders are clear about the events that are celebrated and ways to get involved	31/5/2023 31/5/2023	Communications/ HR&OD HR&OD/ Communications	

		Communications Team for the year ahead (2023/24)	Staff are clear about the council's approach to EDI, what to expect, interventions and achievements			
	•	Advertise the optional use of gender pronouns	Greater tolerance and understanding of difference	Ongoing	Communications	
Theme	**Actions**		**Desired Outcome**	**Timeframe**	**Owner**	**RAG**
Learning and Development including clear Talent Management frameworks and understanding barriers to achievement	•	Explore options for compulsory EDI training for all staff and managers for consideration by SLT/CEB	All staff are clear about expectations and mandatory training. Involvement in the training will raise cultural awareness, understanding and improve tolerance	31/03/2023	HR&OD	
	•	Develop and implement a New Ealing Manager Induction to include clear responsibilities/expectations with regard the EDI agenda	The attributes and skills of the Ealing Manager are explicit, improve understanding of expectations and accountability across the organisation, and managers are clear where to access development and support	31/07/2023	HR&OD/SLT	
	•	Recruit the second cohort for the Aspiring Leaders programme for Black, Asian, Minority Ethnic staff and develop process to track their progress	We have a clear pipeline of staff from under-represented groups who are being developed as future managers/leaders	31/07/2023	HR&OD/SLT	
	•	Recruit and launch the 'Rise Up' programme for front line Black, Asian, Minority Ethnic staff with aspirations to become managers		31/03/2024	HR&OD/SLT	
	•	Research options to enhance the current inclusive mentoring	The tools and support mechanisms are in place and facilitate a mentoring culture	31/03/2025	HR&OD	

	programme to include reciprocal mentoring arrangements	respected by staff – confirmed by staff survey			
Theme	**Actions**	**Desired Outcome**	**Timeframe**	**Owner**	**RAG**
Management practices for Cultural Change	• Review HR policies and guidance to ensure they are relevant and meet EDI requirements (action plan and priority list for 2023/24 is under consideration)	HR policies and guidance are robust, up to date and have been assessed for EDI compliance and good practice	31/03/2025	HR&OD/SLT	
	• Raise awareness of performance appraisal conversation process improvements and set completion targets	Staff feedback on their experience of the process and quality of appraisal conversation. Staff and managers' report improvements to performance outcomes	31/03/2024	HR&OD	
	• Appraisal compliance dashboard reports will be supplied to SLT/directorate management teams on a quarterly basis for review and follow up	Appraisal completion improves to 90% (2023/24) and 95% (2024/25). Stakeholders are held to account for non-compliance and performance improvements are noted through an agreed plan	31/03/2024	HR&OD/SLT	
	• Develop and administer an EDI specific pulse survey for the workforce to evaluate engagement, organisational culture, leadership, access to opportunities	To have a current picture of progress, perception and areas for future focus and development	31/03/2024	HR&OD	
	• Explore options for a reward and recognition system for directorates/departments with exemplary positive inclusive culture	A clear system/approach exists to identify, share, and celebrate good inclusive practice	31/03/2025	HR&OD/SLT	

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Staff Equality Group (SEG) to help enable an inclusive and collaborative environment	• Promote SEGs and clarify support and commitment to protected time as set out in Terms of Reference	Staff are aware of the groups and membership/allyship increases, options to join and protected time entitlement	Ongoing	HR&OD/SEG Elected Chairs	
	• Monitor and review the demands (time/resources request) being made of SEG	Self-managed groups who feedback that they are actively involved in CEB, directorate, departmental engagement sessions and feel they can contribute to decision making	Ongoing	HR&OD/SEG Elected Chairs	
	• Facilitate SEG development sessions in preparation for future meetings or as requested by the Chair/admin team	SEG report they feel supported, and their development needs are met	Ongoing		
	• Review end of year progress report and priorities for each SEG as set out at the last CEB	SEG can demonstrate, celebrate, and share their achievements with the wider workforce	31/03/2024		
	• Work in partnership with SEG to organise Cultural Awareness Days events as agreed in the cultural calendar	Cultural awareness days are advertised and attended by staff and proven to show a clear link with improving cultural tolerance and competence	Ongoing		
	• Design, develop and facilitate SEG Election Process for chair/s and other support roles as appropriate	A democratic process exists to support the appointment of group Chairs	31/3/2024		

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Pan London Presence and involvement in Pilot of anti- racist statement and EDI Standard	• Participate in the pilot of the draft EDI standard Launched by London Councils – undertake a self and peer assessment against the framework and incorporate findings into the corporate action plan	Ealing has a clear measure and can benchmark our progress against other London councils	31/03/2024	HR&OD	
	• Council officers to remain active on the regional scene and contribute to discussions on EDI and projects e.g., Career development and progression	Understand and share best practice approach and learn lessons for implementation of future EDI interventions	31/03/2025	HR&OD	
	• Explore and apply for EDI Awards	External recognition in recognition of good practice and achievements	31/03/2025	HR&OD	