Children's Services
EDI Strategy and Action Plan
2022–25

Lambeth

Contents

About this document
Title: Children's Services EDI Strategy and Action Plan 2022–25
Approved by: The Cabinet, Lambeth Council
Date: May 2022
Status: Final
Implementation date: Immediate
Review frequency: Refresh every 1 year
Next review date: Q1 2023

Foreword

Everyone's focus and everyone's responsibility

Our directorate strives to be ambitious every day for every child; putting young people and their families at the heart of what we do.

Our Children's Services Workforce EDI strategy (2022- 2025) outlines our approach and commitment to tackling inequality and promoting diversity. It provides a framework to develop excellent equality, diversity and inclusion practice.

As a directorate, our aim is to support positive outcomes for the children and families of Lambeth by providing staff with the skills to enable this. We acknowledge that embedding equalities practice is a journey and will adopt a phased approach over the next three years

Our strategic directorate includes Education and Learning, Children's Social Care and Commissioning and Community Safety. As a leadership team we are committed to delivering services and creating working environments which are inclusive and fair and will take action to address inequity and disproportionality.

To achieve these goals we need to develop a shared understanding and narrative of what really matters to our communities and staff. We will need to ensure the principles of equity, inclusion and anti-oppressive practice are central to our practice and decision making. This will be underpinned by honest dialogues, sound evidence and commitments to resources.

We strive to be inclusive leaders. We know our diversity is one of our greatest assets when it is reflected at all levels, and when we are consciously inclusive in our approach and practice with children, families and communities.

On behalf of Children's Services Senior Management Team

Leadership commitments

Nothing about us, without us."

Strategic Director, Children's Services

Let's continue to challenge prejudice and discrimination and offer fair treatment and opportunity for Lambeth staff and the community we support."

Director Children's Social Care

I am prepared to call out and tackle all forms of discriminatory and bullying behaviours and conduct, head on and look for every opportunity to ensure that all staff, at all levels are heard, protected and supported to excel."

Director Education and Learning

I will be a positive voice for the equalities, diversity and inclusion challenge within our system."

Director Children's Commissioning and Community Safety

1. Introduction

Under the Equality Act 2010, we hold a Public Sector Equality Duty to:

• eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act

• advance equality of opportunity between people who share a protected characteristic and those who do not

• foster good relations between people who share a protected characteristic and those who do not.

This strategy will align closely with the EDI Corporate Strategy and Action Plan to fulfil:

• improvements in best practice

• Public Sector Equality Duty as an employer, our role as a service provider and place shaper

• Lambeth's Borough Plan with its emphasis on strengthening equitable outcomes for our communities under its 5th Pillar.

Race and Diversity Report and EDI Pledge

The Race and Diversity in Lambeth Report (Vernon Review, 2018) provides the framework to support the transformational change needed to challenge racism, other aspects of structural and intersectional discrimination. Lambeth's

Corporate EDI Strategy has adopted the report's recommendations including a ten-point Plan and six key themes:

• Career progression

• Human Resurces and Transparency,

• Scrutiny and Accountability

• Reward and Recgnition

• Health Working Environment

• Healing and Resilience.

Monitoring

Our EDI Directorate Action Plan is embedded within the Children's Service's Business Plan which will be sponsored and reviewed by our senior management team. In accordance with the agreed EDI governance approach, the EDI Action Plan will be reviewed quarterly by the EDI Board chaired by the Chief Executive and EDI Steering Group. Our Children Services EDI Working Group comprising designated leads from across Children's Services, who will assist in progressing this work in partnership staff. Our plan will also be supported by a range of awareness raising activities, communications strategy and engagement with other statutory and consultative forums including Trade Unions and diversity forums.

2. Our Workforce: what the data tells us[1]

Sharing equalities data enables the directorate to conduct analysis and identify where there may be differences in experiences, satisfaction and access to opportunities.

It also helps to identify patterns of under or overrepresentation in certain areas and supports us to take action to address these differences, especially where they may be having an adverse impact on staff.

Diversity by Directorate[2]

There are currently 553 permanent staff members of those, 63% identified as Black, Asian or Multi-Ethnic, 77% as female, 11% identify as disabled and 10% are Lesbian. Gay, Bisexual, Transgender, Queer+.

Comparison of Diversity with Lambeth council and London Councils

Directorate	Black, Asian, and multi-ethnic	Female	Self-identified disabled	LGBTQ+
Adults and Health	63%	73%	17%	11%
Children's Services	**63%**	**77%**	**11%**	**10%**
Finance and Investment	57%	56%	10%	11%
Legal and Governance	61%	74%	9%	19%
Resident Services	64%	49%	9%	4%
Strategy and Comms	42%	49%	5%	21%
Sustainable Growth and Opportunity	38%	60%	1.5%	10%

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1 Unless indicated otherwise, data here derives from the Annual Monitoring Report for workforce or September 2021 workforce data
2 Feb 22 - Data Source: Oracle (self-reporting)

Top 5% earners compared by directorate[3]

In respect of top 5% earners, council data shows Children's Service's is closely aligned to the percentage of Black, Asian and Multi-ethnic staff within the organisation overall, and continues to perform well overall (56%) against a council target 39% There are however differences, within and across these grades by ethnicity as evidenced in Grade by Ethnicity. In similarity with other directorates, we have recorded low numbers against LGBTQ+ and disability at 5% and 0%[4] respectively. These findings demonstrate further effort is required to encourage staff to share their disability, sexual orientation or gender identity and for our leaders to model this behaviour also.

Top 5% earners by Directorate

Directorate	Self-Identified Black, Asian, and multi-ethnic	Female	Self-identified disabled	LGBTQ+
Adults and Health	19%	63%	0%	23%
Children's Services	**56%**	**57%**	**10%**	**19%**
Finance and Investment	29%	50%	11%	25%
Legal and Governance	60%	40%	0%	50%
Resident Services	37%	37%	0%	5%
Strategy and Comms	0%	0%	0%	50%
Sustainable Growth and Opportunity	25%	38%	0%	0%

3   Dec 21 - Source Oracle (self-recording)

4   It is important to note that 0% can indicate that the figures are too small to report and may lead to staff members being identifiable as opposed to not recorded at all or a nil figure.

Age profile by Directorate

The average age of the Children's Services workforce is 45.43 years.

Age profile by Directorate						
Directorate/Division	**20–29**	**30–39**	**40–49**	**50–59**	**60+**	**Average age**
Adults and Health	5.73%	19.53%	24.22%	32.03%	18.49%	48.44
Children's Services	**9.12%**	**25.40%**	**23.61%**	**29.34%**	**12.52%**	**45.43**
Finance and Investment	9.41%	16.72%	24.74%	35.89%	13.24%	47.41
Legal and Governance	15.46%	26.80%	22.68%	21.65%	13.40%	44.01
Resident Services	5.32%	19.50%	26.43%	30.94%	17.81%	48.25
Strategy and Communications	10.81%	32.43%	18.92%	27.03%	10.81%	44.22
Sustainable Growth and Opportunity	21.86%	29.51%	30.60%	13.11%	4.92%	39.07
Council-wide	**8.07%**	**21.48%**	**25.43%**	**29.73%**	**15.28%**	**46.82**

Children's Services by Grade

The majority of staff (44%) are graded between PO1–PO4, 22% between SO1–Scale 6, 21% of staff fall within scales PO5–PO9. Within Education and Learning, 6% are teaching staff and 4% provide specialist or consultancy services, the profile also includes a small number of apprenticeship posts.

Children's Services by Grade

	%	Headcount
SMG–Executive	2.17%	12
PO5–PO9	21.34%	118
PO1–PO4	43.58%	241
SO1–SO2	11.57%	64
Scale 1–6	10.85%	60
Apprentice	0.54%	3
Soulbury	4.34%	24
Teachers/Head/Deputy	5.61%	31
Directorate Total	**100.00%**	**553**

Children's Services by Grade by Age

Our data shows in terms of grades, our youngest employees (20–39) tend to be overrepresented at more junior grades i.e. PO1–Scale 6.

Children's Services by Grade by Age

Directorate/Division	20–29	30–39	40–49	50–59	60+
SMG–Executive	0.00%	8.33%	41.67%	41.67%	8.33%
PO5–PO9	3.28%	36.89%	22.95%	29.51%	7.38%
PO1–PO4	11.26%	25.54%	24.24%	25.54%	13.42%
SO1–SO2	18.87%	24.53%	24.53%	28.30%	3.77%
Scale 4–6	14.29%	26.53%	22.45%	26.53%	10.20%
Scale 1–3	0.00%	50.00%	50.00%	0.00%	0.00%
Soulbury	0.00%	40.91%	18.18%	31.82%	9.09%
Spot/Other Salary	0.00%	0.00%	33.33%	66.67%	0.00%
Teacher/Other	0.00%	20.00%	40.00%	30.00%	10.00%
Teachers Head/Deputy	0.00%	0.00%	20.00%	60.00%	20.00%
Council Total	**9.23%**	**28.09%**	**24.36%**	**28.09%**	**10.22%**

Children's Services by Disability

Over half of staff (55%) did not share their disability status, of those who did share their disability status, 13% identified as disabled, with Children's Social Care recording the highest percentage at 17%.

Age group				
	Children's Commis-sioning and Community Safety	**Children Social Care**	**Education and Learning**	**Directorate Overall**
Yes	12.50%	17.42%	3.39%	12.99%
No	87.50%	82.58%	96.61%	87.01%
Not shared information	**58.76% (57)**	**58.62% (187)**	**36.56% (34)**	**54.61% (278)**

Children's Services by sexual orientation

271 responses are recorded as either unknown/prefer not to say on Oracle, however, of those providing information on their sexual orientation, 10% identified as Lesbian, Gay or Bisexual. We will support work taking place across the organisation to encourage staff to share their sexual orientation and gender identity. We will also develop greater awareness of the purpose of collecting data to instil confidence in staff about the confidentiality of their data.

Children's Services by sexual orientation		
	Heterosexual/Straight	**LGBTQ+**
SMG–Executive	90.91%	9.09%
PO5–PO9	83.87%	16.13%
PO1–PO4	95.00%	5.00%
SO1–SO2	82.61%	17.39%
Scale 1–6	94.74%	5.26%
Apprentice	100.00%	0.00%
Soulbury	87.50%	12.50%
Teachers/Head/Deputy	60.00%	40.00%
Grand Total	**90.00%**	**10.00%**

Children's Services: Grade by Gender

Most of the staff in Children's services are female and this is replicated across the grades.

Children's Services by Grade

	Female	Male
SMG–Executive	76.92%	23.08%
PO5–PO9	77.97%	22.03%
PO1–PO4	79.67%	20.33%
SO1–SO2	71.88%	28.13%
Scale 1–6	83.05%	16.95%
Apprentice	50.00%	50.00%
Soulbury	83.33%	16.67%
Teachers/Head/Deputy	55.56%	44.44%
Grand Total	**77.10%**	**22.90%**

Children's Service's Grade by Ethnicity

59% of the council are recorded as Black, Asian or Multi-Ethnic in comparison to Children's Services where it is 63% (6% identified as Asian, 52% Black, 4% Mixed, 37%) and approximately 37% as White. The data shows some variations among ethnic groups by grade and distribution across the directorate. There are more White staff in Education and Learning (52%) and Commissioning and Community Safety (40%) compared to Children's Social Care (29%) where 57% of staff are recorded as Black. White staff are least represented at the lowest grades in contrast to Black staff who represent (100%) all of staff at scales 1-3, 72% at scales 4-6 in comparison to Asian staff (14%) and White (12%).

Children's Services by Grade

	Asian	Black	Mixed	White	Other
SMG–Executive	15.38%	38.46%	0.00%	38.46%	7.69%
PO5–PO9	8.49%	39.62%	4.72%	45.28%	1.89%
PO1–PO4	4.00%	57.33%	3.11%	32.89%	2.67%
SO1–SO2	6.78%	52.54%	6.78%	33.90%	0.00%
Scale 1–6	7.55%	71.70%	3.77%	16.98%	0.00%
Apprentice	33.33%	66.67%	0.00%	0.00%	0.00%
Soulbury	4.35%	34.78%	0.00%	60.87%	0.00%
Teachers/Head/Deputy	8.33%	25.00%	4.17%	62.50%	0.00%
Grand Total	**6.32%**	**51.58%**	**3.75%**	**36.56%**	**1.78%**

Pay gaps

The council collates data on the differences in the average pay between men and women and this is a statutory requirement.[5] Also, we collate differences between ethnic groups and disabled staff across the Council workforce for internal purposes. In our most recent Annual Workforce Monitoring Report (April – September 2021 data) Children's Services directorate currently stands at (£1.11ph). 4.3% which is higher than the council-wide average of 1%. This ranks us third lowest amongst directorates but comparable to Adults and Health at 4.5% and our pay gap widens in relation to ethnicity to £2.82p and this disparity is consistent across council directorates.

Recruitment and retention

Children's Services is a faced-paced, responsive directorate and saw the highest number of new starters and turnover rate at 10%, compared with Council-wide turnover at 6% over the last monitoring period.

Appraisals

Children's Services has one of the lowest rates of completion of appraisals at 44% overall against a council target of 66% suggesting more work needs to be done to support completion and ensure this process is meaningful for all involved.

Appraisals

Directorate	Appraisal %
Adults and Health	92%
Children's Services	**44%**
Finance and Investment	98%
Legal and Governance	86%
Resident Services	50%
Strategy and Comms	35%
Sustainable Growth and Opportunity	94%

5   Please note this is different from an equal pay comparison, which involves a direct comparison of two people or groups of people carrying out the same work or work of equal value.

3. Our Community: What the data tells us

Age[6]

Lambeth's population is estimated to be 321,813 as of June 2020.[7]

Age			
	Number	**% of borough total**	**Cumulative %**
0-5 years	21,527	7%	7%
6-11 years	21,226	7%	13%
12-15 years	12,969	4%	17%
16-20 years	13,776	4%	22%
21-24 years	19,454	6%	28%
25-34 years	82,133	26%	53%
35-44 years	54,207	17%	70%
45-54 years	38,368	12%	82%
55-64 years	30,103	9%	91%
65+ years	28,050	9%	100%
Total	**321,813**	**100%**	**100%**

Disability[8]

Within Lambeth 12.7% of the population indicated that their day-to-day activities are limited to some extent by health problems or a disability (of which 6.1% stated that their day-to-day activities are limited a lot, slightly less than inner London at 6.7%).

Gender[9]

There are slightly more male than female resident in Lambeth – around 159,346 (49.5%) females compared to 162,467 (50.5%) males.

Pregnancy and maternity[10]

In 2020 Residents' Survey, 3% of Lambeth residents said they were currently pregnant or on maternity leave, suggesting that approximately 9,654 Lambeth residents were either pregnant or on maternity leave.

6   ONS – MYE4 (Estimates) https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland

7   ONS – MYE2 (Estimates) https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland

8   Census 2011 - QS303EW - Long-term health problem or disability – see: https://www.nomisweb.co.uk/census/2011/QS303EW/view/1946157253?rows=c_disability&cols=rural_urban

9   ONS – MYE2 (Estimates) - https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland

10 2020 Annual Residents' Survey – Q42

Sexual orientation and gender identity[11]

It is estimated that approximately 10% of Lambeth's population is LGBTQ+ - this is equivalent to 32,181 people. Note: The 2021 Census data will provide the first set of official statistics on sexual orientation and gender identity.

Ethnicity

Around 57% of Lambeth's population is White – with 41% of Lambeth's population specifically identifying as White British or Irish. 43% of Lambeth's population is Black, Asian or Multi-Ethnic – with those from Black or Black British African backgrounds accounting for 12% of the population and Black or Black British Caribbean backgrounds accounting for 10% of the population.

Ethnicity

	Number		Number
White	57%	Pakistani	1%
English/Welsh/Scottish/Northern Irish/British	39%	Bangladeshi	1%
Irish	2%	Chinese	2%
Gypsy or Irish Traveller	0%	Other Asian	2%
Other White	16%	Black/African/Caribbean/Black British	26%
Mixed/multiple ethnic group	8%	African	12%
White and Black Caribbean	3%	Caribbean	10%
White and Black African	1%	Other Black	5%
White and Asian	1%	Other ethnic group	2%
Other Mixed	2%	Arab	1%
Asian/Asian British	7%	Any other ethnic group	2%
Indian	2%	Black, Asian and Multi-Ethnic population	43%

11 See ONS 'Subnational Experimental Statistics' (2017) - https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/datasets/sexualidentitysubnational

4. Our Children and Families: What the data tells us

Lambeth is a place of diversity and where many families thrive, yet many children continue to experience deprivation, disadvantage, and exclusion.

Population and deprivation

- 63,210 children and young people under the age of 18 live in Lambeth (19% of the population)
- Fifth most densely populated borough nationally
- 27% of children are living in poverty

High needs

- 17.8% of pupils in Lambeth are identified as having Special Educational Needs
- 3,848 (9.8%) of 5–16-year-olds have a mental health disorder

Very diverse

- Lambeth is ethnically diverse 63% of children and young people are Black, Asian and Multi-Ethnic (compared to 21% nationally)
- Significant Portuguese speaking

Changing

- Lambeth has a transient population – roughly 12% churn
- Inequality in the borough is rising
- Lots of growth in the North of the Borough

Familial background

- Local survey of school pupils indicates notable proportion of children witnessing frightening conflict at home
- Lambeth has a significantly lower rate of children in need due to abuse or neglect, and a significantly higher rate of new child protection cases

Education and skills

- A higher proportion of children were not in education, employment or training (NEET) in Lambeth compared to London and England
- Overcrowding is higher in Lambeth than in London and England.

5. Our Approach: Developing the Strategy

Overview

Our Strategy and Action Plan aim to support positive outcomes for the children and families we work with and our staff. It will be delivered over the next three years and focus upon three priority areas. It will align closely with our public sector equality duty as an employer, a service provider and commissioner of services and our role as place shapers leading our partners within the borough. This will also compliment the ongoing work undertaken by the directorate to deliver against priorities outlined within the Borough Plan. We are developing phased approach, with this in mind we will prioritise developing a better understanding the landscape in year one. Within year two we will identify those areas where we need to provide the rigour and challenge need to change our landscape and in year three, we will cultivate strategies needed to embed those changes.

Our shared focus on workforce and service delivery also acknowledges the critical role of partners in what we do as outlined in our priority section below. We recognise the strong connection between our staff and our communities, this connection and need to understand our communities clearly reflected within Children's Services Equalities and Diversity Pledge which outlines those values and behaviours needed to fulfil our EDI commitments. The workforce element of our Equality and Diversity Action Plan combines the EDI pledge coproduced in partnership with staff following colloborative discussions held at Staff conference of 2019, and outputs from the Race and Diversity workshops based on the Race and Diversity Report of 2018[12]. The **six thematic** areas covered within this work were: Career progression **(CP)**, HR and Transparency **(TR)** Scrutiny and Accountability **(SA)**, Reward and Recgnition **(RR)**, Health Working Environment **(HW)** and healing and Resilience (**RH**). The pledge commitment have been mapped against these broader themes.

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12 The EDI Pledge was updated by the Race Equity Reference Group (Winter 2020) and reviewed in separate Race and Diversity session with wording amended based on feedback received.

We have adopted the following objectives for Children's Services:

Objective 1 Career Progression:

Increase opportunities available for staff to develop their careers, promoting progression and general development

Objective 2 Creating a healthy working environment:

Increase opportunities available for staff to develop their careers, promoting progression and general development

Objective 3 Healing and Resilience:

Placing value on the lived experience of staff and communities

Objective 4 Reward and recognition:

Embedding a culture of reward and recognition among staff and managers in Children's Services

Objective 5 HR and Transparency:

Providing clarity and confidence in our policies and processes

Objective 6 Scrutiny and Accountability:

Providing clear methods of evidencing change

6. Our pledge commitments

We will create safe spaces for staff to share those equality and diversity issues that worry them, recognising our power and responsibility to address those concerns

- Develop safe spaces/ discussion groups where people can openly discuss matters of concern and interest. **(HW)**
- Challenge stereotyping and prejudice in a respectful and open way, for example in our use of language, through curriculum, supervision, team and service meetings. **(HW)**

We will all be curious about diversity and equality within our practice and feel comfortable talking about it and challenge where discriminatory practices identified

- Ensure that diversity and equality matters. **(HW/RH)**
- Ensure diversity, strength and resourcefulness in Lambeth's communities, are fully embedded into our practice and organisational frameworks, standards, and training curricula. **(HW)**
- All training to include how we deliver equality and diversity in our practices. **(HW/RH)**
- Establish a range of workforce development opportunities to enable all staff and relevant stakeholders to address issues about disproportionality in service delivery. **(CP)**
- Collect and analyse data about our services that help us to understand where there may be over or under representation of particular groups so that we can address it.

We will work to ensure the fair representation of Black and Multi-Ethnic (multi-ethnic) communities in the workforce, particularly in senior leadership roles

- Increase opportunities available for Black and Multi-Ethnic staff and other underrepresented staff groups,to develop their careers, promoting their progression and general development. **(CP)**
- Identify and address issues that may affect staff retention and/or inhibit staff development. **(TR/CP)**
- Monitor and analyse recruitment and selection patterns. **(TR)**
- Review entry-level criteria to ensure opportunities are accessible to people with relevant skills and experience and review opportunities to obtain relevant qualifications. **(TR)**
- Ensure all candidates will receive constructive feedback with practical steps to enhance their professional development. **(TR/CP)**
- Exit interviews take place as standard practice and inforçmation analysed to make improvements. **(TR)**

We are committed to being a learning culture which enables us to appreciate, embrace and understand Lambeth's diverse and different communities

- Expand and develop our data (qualitative and quantitative) to enable critical reflection on how practice affects different communities in Lambeth. **(HW/SA/RH)**
- Identify creative methods to seek and use feedback from our service users. **(SA)**
- Develop training on Lambeth's history and its communities. **(RH/HW)**
- Develop a leadership development programme focussed on leading in a diverse environment. **(HW)**

We will work with a range of local communities and organisations to support our learning about their lived experiences and resources

- Arrange sessions with local community organisations to develop shared understanding of resources available e.g. familiy info service. **(HW/SA/RH)**
- Ensure a mutually beneficial exchange which non-exploitative and sustains relationships between the community and the council. **(HW/SA/RH)**
- Make sure staff inductions include opportunities to hear from/meet with relevant local organisations and access inform(ation about local communities. **(CP/SA/HW)**

7. Our priorities areas

Workforce

Our coproduction sessions Children's Services staff during summer 2021 helped to identify inequality in our practice and to prioritise actions needed to better promote equality and foster inclusive working cultures. We see this Strategy as part of continuous journey of engagement and learning. Ongoing dialogue combined with regular monitoring and analysis of our workforce equalities data will inform critical steps towards understanding and improving the experiences of our workforce.

Children and families and communities

We want to ensure our services can be beneficial for children and families and will focus attention on those experiencing inequalities in terms of their access, experience and outcomes when engaging with services. We acknowledge many of our experienced practitioners are also residents and are therefore, able to offer critical insight into what matters to our families and the challenges our children and communities face. We need to support and reward ownership and agency around EDI issues and work closely with staff to develop common priorities using data and insight.
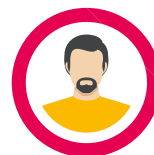
Partnerships and practice

We know that partnerships that are fairer and inclusive, perform better. We want to strengthen our approach through active listening and purposeful engagement with children, their families, and our voluntary and community sector on what matters. We will work with our partners to develop a shared language around reducing inequality for the most vulnerable in our borough. We will hold courageous conversations which challenge our organisational practices which can lead to negative outcomes for our communities and be held to account.

8. Children's Services Action Plan (2022–25)

Race and Diversity Report Theme	Career Progression
Lead Sponsor	Director Children's Social Care
Objective 1	Increase opportunities available for staff to develop their careers, promoting progression and general development

No.	Action	Lead Officer	Dependencies (Other services)	Resource implications	Success measures	Deadline
CP1	Implement process to ensure constructive feedback (written and/or verbal) is provided to candidates, with particular attention paid to internal candidates.	HR Business Partner	HR L&D	Officers time	• Guidance developed for recruiting managers and panel members • HR returns show 100% candidates interviewed for internal roles (progression and restructures) were provided feedback within timescales • 75% of those surveyed reporting satisfaction with quality of feedback	April 2023

No.	Action	Lead Officer	Dependencies (Other services)	Resource implications	Success measures	Deadline
CP2	Develop Retention and Career development opportunities where lack of opportunities have been identified (based on CS EDI workshops and PWC Review) with targeted interventions for Business Support staff and those graded SO2 – Scale 6.	AD Transformation and Improvement	Corporate HR L&D AD Transformation and Improvement	TBC	• Children's Services Learning and Development Strategy includes specific career pathways for BSO roles • Increased take up of training opportunities among SO2 – Scale 6 cohort • Survey analysis indicate improvements in satisfaction re. career development opportunities. • PWC BSO reorganisation success fully implemented and retention and satisfaction increased	December 2022
CP3	Implement and promote cross-strategic directorate arrangement to share development opportunities. Corporate talent and/ or project development opportunities promoted within directorate with staff actively supported to participate.	EDI Steering Group		Officer time Officer time	• Job Fair Week' and Progression Month hosted • Seminars on career, leadership and skills development delivered on bi-yearly basis • Attendees report increased understanding of roles and confidence to apply. • Candidates attending sessions show higher success rates than non-attendees • Improved confidence in process evidence in take up and range of shadowing opportunities available to CS staff across/ within the directorate	June 2023

No.	Action	Lead Officer	Dependencies (Other services)	Resource implications	Success measures	Deadline
CP4	Implement pilot shadowing and mentoring arrangement within Children's Services.	Directors/ Assistant Directors/ Head of Service/ Head of Learning and Development	Corporate L&D	Officer time	• Opportunities available communicated to staff in News in Brief • Positive feedback from shadowing and mentoring pilot. • 50% or more staff surveyed report they have taken up shadowing or mentoring opportunities	June 2023

Race and Diversity Report Theme	Creating a Healthy Working Environment
Lead Sponsor	Director Children's Commissioning and Community Safety/ Director Children's Social Care
Objective 2	Developing activities to support healthy working conditions and culture

No.	Action	Lead Officer	Dependencies (Other services)	Resource implications	Success measure	Deadline
HW1	Implement processes and activities to increase awareness about institutional discrimination and to challenge discriminatory practice.	AD HR EDI/ AD EDI/ CS EDI Lead		Officers time	• Recommendations from investigation into institutional racism in Education and Learning Admissions Service implemented • Training delivered for managers and unions, training on disciplinaries and sicknes • Mediation training delivered • Anti-racist training delivered • Safe spaces implemented with thematic issues raised at WCSMT and trade union consultative forum	September 2023
HW 2	Identify priority events and festivals Children's Services to celebrate/ commemorate and promote.	Children's Services Communications Officer	Comms and Strategy/EDI Leads/EDI Chairs	TBC	• Survey conducted to identify each year 4–5 events/festivals • Resource allocation to host events approved • Event Task Group established • Staff evaluation post-event report satisfaction with the events, planning, communications etc.	September 2022

No.	Action	Lead Officer	Dependencies (Other services)	Resource implications	Success measure	Deadline
HW 3	Implement directorate campaigns to raise awareness about the importance of inputting equalities data.	Children's Services Communications Officer	Communications/ HR data lead/ WCSMT	Officer time	• Target of 100% of top five %(PO8+) sharing dis-ability status achieved • Year on year % increase in numbers CS staff sharing equalities information across range of characteristics which will be reported to WCSMT • Biannual reminders delivered to include: live demonstrations, briefings and 'Time to Update'	April 2024
HW 4	Conduct Initial analysis of Children's service workforce data against council-wide profile and review progress on a biannual basis.	Assistant Director EDI (CS) / Children's EDI Lead / Children's Performance Lead	Head of contracts and Systems/HR data lead	Officer time	• Targets set and monitored by WCSMT bimonthly and CSEDIWG monthly • EDI as standard item on all WCSMT/CSMT with deep dives scheduled quarterly • Incremental progress evidenced in highlighted areas	December 2022
HW 5	Create and promote Office-based Suggestion Box and Virtual Inbox to support staff engagement around EDI.	CS EDI Leads	CT/ Communications	Officer time	• Diverse range of staff post contributions on regular basis with content reported at All staff Briefings • Staff feedback responded to	August 2022

No.	Action	Lead Officer	Dependencies (Other services)	Resource implications	Success measure	Deadline
HW 6	Conduct review of flexible working options to ensure the process is applied fairly in accordance with business needs.	Assistant Directors and Heads of Services	Corporate HR/ WCSMT	Officer time	• Staff are confident the process is consistently applied and swiftly addressed where this identified as occurred • Analysis and remedial actions taken where appropriate to address inconsistencies if the occur	December 2022
HW 7	Review existing provision for people to exercise their faith, religion or beliefs.	Health and Safety Lead	Facilities	Officer time	• Findings from survey used to enhance provision • 80% users report provision as sufficient to meet their needs	March 2025
HW 8	Review induction process to ensure staff are aware of the range of equalities policies and understand the richness of Lambeth's diverse borough.	CS EDI Leads	Corporate HR L&D	Officer time	• 100% enrolled for EDI modules available within probation period • CS induction process to include contact with communities, partners or customer-facing activity • Approved list of contacts developed	January 2023
HW 9	Audit sample of supervisions to ensure staff and manager are recording detail in relation to wellbeing and development as standard practice.	Quality Assurance Lead	Corporate HR and AD OD/EDI	Officer time	• Standardised template of content or headings devised and shared • 100% of random sampled supervisions include notes on appraisee's wellbeing • Staff feel supported by managers and that their wellbeing is considered within supervisions	May 2023

No.	Action	Lead Officer	Dependencies (Other services)	Resource implications	Success measure	Deadline
HW 10	Managers and staff to receive training/ briefing on managing change and restructures with due regard to the personal impact on staff.	HR Business Partner	Corporate HR/ L&D	Officer time	• Training offer reviewed and amended include person-centred approach Project leads evidence increased awareness of impact of organisational change and mitigation strategies	December 2022
HW 11	Work with HR and leadership team to provide corporate and directorate equalities training programmes: • Culturally responsible practice • Anti-racist practice • Microaggressions* • Disability Awareness • Disability Confident & reasonable adjustment • Intersectionality Awareness • Sexism awareness • Trans Awareness • LGB+ Awareness • Faith, Religion and Belief Awareness	Corporate AD OD EDI/ CS EDI Lead/ Head of L&D	Corporate L&D/ EDI Leads/	Officer time	• 80% managers and staff and enrolling and completing training • 80% Staff report feel leadership demonstrate inclusive values and behaviours within their teams, managers and leader • 75% participants report improved understanding of how EDI is embedded in values, behaviours • Repository of culturally-informed best practice approaches available and implemented by all CS staff • *Micro aggression course to include elements focused on Managers and Women of colour identifying/understanding the impacts mental and physical health	June 2024

No.	Action	Lead Officer	Dependencies (Other services)	Resource implications	Success measure	Deadline
HW 12	Embed recommendations best practice standards and accreditations including: • Stonewall Index, • Workforce Race Equality Standard, • Disability Confident Scheme • Inclusive leadership	Corporate AD OD EDI/ CS EDI Lead/ HR Business Partner	Corporate HR/ L&D	Officer time	• Increase in % staff reporting satisfaction with commitment to EDI within corporate and departmental staff surveys	April 2025

Race and Diversity Report Theme	Healing and Resilience
Lead Sponsor	Director Children's Commissioning and Community Safety
Objective 3	Placing value on the lived experience of staff and communities

No.	Action	Lead Officer	Dependencies (Other services)	Resource implications	Success measure	Deadline
RH 1	Develop and deliver reflective events and safe spaces for all staff to share their lived experiences, expertise and insight of challenging discrimination and inequality.	CSEDIWG	Corporate HR/ EDI leads	£5K	• Coproduction events held with staff to support development and delivery models • Options appraisal developed	July 2023
RH 2	Directors and Assistant Directors to hold 'open door' sessions for with dedicated sessions for business support and staff at SO2 on quarterly basis.	Directors and Assistant Director	N/A	Officer time	• Sessions scheduled and communicated via News in Brief and via service team • Increase % staff reporting that that CS leadership is visible via corporate/ departmental staff surveys	August 2022

No.	Action	Lead Officer	Dependencies (Other services)	Resource implications	Success measure	Deadline
RH 3	Deliver social and learning, development activities designed to promote individual and group wellbeing based on staff feedback.	CSEDIWG	Corporate L&D	TBC Providers, frequency, method to be scoped and agreed	• Basic training modules to include restorative justice, cognitive behavioural, managing trauma, trauma champion training and mediation, storytelling skills available to all CS staff • Post-evaluation reflects 75% report they would recommend session and/or apply learning to their personal or professional life • Wellbeing Survey designed and findings analysed • Improved branding and visibility of Trauma Champions • Previous participants apply learning within their roles	April 2024
RH 4	Increase number of accredited mediators within Children's Services and promote mediation service for staff.	Strategic Director	Corporate L&D	Two mediators co-funded at cost of £3K per person	• Increased referrals to Mediation Service • Reduction in incidents progressing to grievance	January 2025

Race and Diversity Report Theme	Healing and Resilience
Lead Sponsor	Director Children's Social Care
Objective 4	Embedding a culture of reward and recognition among staff and managers in Children's Services

No.	Action	Lead Officer	Dependencies (Other services)	Resource implications	Success criteria	Deadline
RR1	Develop and promote Children's Service's Reward and Recognition Toolkit.	CSEDIWG/ Policy and Partnership Lead	Communications/ Directors and Assistant Directors/ Corporate OD/ Strategy and Communications	£4K + Officer time	• Working Group established • Recognition and Toolkit developed and promoted • Implemented approaches case studied at All staff Briefing session and NiB • Reward and Recognition reflected at Staff Briefings • Reintroduction of staff and community award ceremonies within the directorate • Staff and community-stakeholders feel acknowledged for their varied contributions	February 2023

Race and Diversity Report Theme	HR and Transparency
Lead Sponsor	Director Education and Learning
Objective 5	Providing clarity and confidence in our policies and processes

No.	Action	Lead Officer	Dependencies (Other services)	Resource implications	Success measure	Deadline
THR1	Ensure all recruiting managers undertake recruitment training and declare any prior knowledge of applicants for external roles.	HR Business Partner	Corporate HR	Officer time	• Panel documents and recruitment packs for hiring managers includes Declaration • Guidance and requirement publicised to all staff • Staff are confident in the recruitment process	March 2023
THR2	Implement IISCA Action plan recommendations with regard to exit interview procedures.	Directors/ AD Transformation and Improvement HR Business Partner/	Corporate HR and IICSA	Officer time	• 60% staff leaving Children's Services complete exit interviews and findings inform future processes	January 2023
THR3	Implement diverse panels as standard practice for all interviews internal and external.	All managers Corporate AD OD EDI/ CS EDI Lead/HR Business Partner	Corporate HR/EDI OD	Officer time	• Panel and Recruitment Checklist included on HR Form • Appointments to include an independent and/or external panel member • Bi-yearly random survey of interview panel evidences an independent and/or external party was involved	January 2023

No.	Action	Lead Officer	Dependencies (Other services)	Resource implications	Success measure	Deadline
THR4	Dip sample feedback of unsuccessful and successful applicants to understand experiences and quality assure our processes.	Quality Assurance Lead	Corporate HR	Officer time	• Research analysis used to inform Recruitment Checklist	November 2023
THR5	Deliver awareness raising session on HR processes and procedures to Children's Services staff to increase consistency of practices.	HR Employee Relations Lead	Branch Secretaries	Officer time	• Briefing sessions on grievances, complaints, disciplinaries and whistleblowing processes co-delivered by Trade Unions and HR • Investigation Training reviewed to include person-centred approaches • Staff involved in feel processes were handled sensitively, constructively and appropriate support provided • Increased awareness of rights, roles and responsibilities	May 2023

Race and Diversity Report Theme	Scrutiny and Accountability
Lead Sponsor	Director Education and Learning
Objective 6	Providing clear methods of evidencing change

No.	Action	Lead Officer	Dependencies (Other services)	Resource implications	Success measure	Deadline
SA1	Promote and implement 360 feedback for all staff.	HR Business Partner/ All Managers	Corporate HR	Officer time	• 360s are consistently used to inform appraisal process • Guidance to ensure 360s implemented effectively • 100% appraisals include completed 360s	November 2023 March 2024
SA2	Deliver campaign focused on ensuring appraisals include EDI objectives	Robert Thatcher/ Ndunge Ki-vuitu/ Paula Royal	Corporate L&D (Robert Thatcher)	Officer time	• Training delivered to managers on how to develop objectives/ interventions which challenge discrimination, promote equality, equity and inclusion • All appraisals EDI objectives to include: – an EDI training objective – an individual objective linked to directorate's service/workforce EDI objectives	November 2023

No.	Action	Lead Officer	Dependencies (Other services)	Resource implications	Success measure	Deadline
					• Increased transparency around EDI priorities and objectives which support improvements to leadership practice implementation of measures to tackle discrimination and inequities • Increase in number staff reporting they feel Children's Services models positive culture around EDI	
SA3	Implement EDI in Training for hiring managers to ensure EDI considerations are integral and explicit within interview questions process.				• Hiring managers feel more confident developing EDI questions and assessing candidates working understanding of equalities required for roles and working in a diverse borough	December 22
SA4	Implement LGA Peer Review recommendations to include actions relevant to organisational culture.	Corporate AD EDI OD CS EDI Lead	Corporate HR	Officer time	• Recommendations implemented that enhance organisational culture	April 2024

9. Mini Glossary of Terms

Ally: A term used to describe someone who supports and advocates for the equal rights for people with protected characteristics

Belonging: Belonging is the "feeling" or "emotional outcome". Belonging refers to the sense of acceptance, security and inclusion for a member of a certain group. For example when your insights and contributions are valued, you feel a sense of belonging in your gut. A sense of belonging means that people can bring their full selves to work, and not feel like they're a different person there than at home. It's not enough to simply include people at the table, but it's imperative to amplify everyone's voices, clear barriers and appreciate each other for our unique backgrounds.

Diversity is the mix of people and recognising individual differences

Equality Act 2010 provides the legal framework to protect the rights of individuals with protected characteristics and to advance equality of opportunity

Equality Is the state of being treated equal and often linked to the legislative framework in the UK, The Equality Act 2010.

Equity ensures that individuals are provided the resources they need to have access to the same opportunities, as the general population. While equity represents impartiality, i.e. the distribution is made in such a way to even opportunities for all the people. Conversely equality indicates uniformity, where everything is evenly distributed among people

Inclusion is the culture in which the mix of people can come to work, feel comfortable and confident to be themselves, work in a way that suits them and delivers your business needs. Inclusion will ensure that everyone feels valued and importantly, adds value.

Non-binary: A person whose gender identity does not fit the constraints of the gender binary, but instead views gender as a spectrum and may identify as being both a man and a woman, somewhere in between, or as falling completely outside of these categories.

Positive action is where there has been discrimination in the past, so we target our resources to work with people to overcome discrimination. It can be used in service delivery and employment and training. It is often used to address inequality and to address under-representation or remove barriers to equality.

Pronouns: Used when referring to another person, linked to a person's gender identity. These include but are not limited to: male (he/him), female (she/her),non-binary/gender neutral (they/them) or (ze/zir). A person may use a mix of pronouns depending on their gender identity. Many managers and staff put their preferred pronoun on their email signatures.

Protected characteristics as stipulated in the Equality Act 2010 are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation.

Staff Forums (council wide):

- Black, Asian and Multi-Ethnic Group – Paula Royal and Henry Roberts (Joint Chairs)
- Disability Forum – Vessela Leiper (Chair)
- LGBTQ+ - Chris Dsouza (Chair)
- Women's Forum – Nicola Whyte and Dawn Noel (Joint Chairs)
- Young Professionals Network – Margherita Sweetlove and Zara Thorn (Joint Chairs)

SWAN – helps to recognise, promote and celebrate individuality where belonging **S**tarts **W**ith **A N**ame. Many senior managers and staff put the phonetic pronunciation of their name on their e-mail signature.

Summary of monitoring arrangements:

This plan will be monitored in accordance with the monitoring arrangements set out within this document. Highlight reports will be produced for CSMT on a monthly basis and either one workstream or action will be the focus each month.

Strategic Director sign off:

Name and position ....

Date ....

Version Control:

Version No. 2

Date Produced: April 2022

Anticipated Review Date: ....