

### 3.4A - Appendix

## EQUALITY ACTION PLAN AND OUTCOMES 2021 2022

### Commitment to Equality and Diversity

The company has a strong and long-standing commitment to equality, diversity and inclusion and to promoting a positive culture, which celebrates difference, challenges prejudice and ensures fairness. Our staff and learners are our greatest assets and all members of the community should expect to be able to excel, and to be respected and valued for their perspectives and contributions.

Each outcome covers all of the 'protected characteristics', and is underpinned by targeted actions to achieve the outcome.

### Monitoring progress

We endeavour to publish a progress report by 30<sup>th</sup> January 2022 in line with the Quality Improvement plan and legislative reporting requirements. We will review our outcomes no later than August 1<sup>st</sup> 2022.

### EQUALITY AND EQUAL OPPORTUNITIES OUTCOMES

Identify and promote best practice for inclusive teaching and learning in context so we provide an environment that is accessible, inclusive and safe.					
Objective	Actions	Protected Characteristics	Outcomes	Progress against actions	Responsibility
Provide an inclusive and enabling	Promote a culture of respect by raising awareness of the Dignity and Respect	All	<ul style="list-style-type: none"><li>Eliminate unlawful discrimination and harassment</li></ul>	Agree standalone Dignity and Respect policy	Directors

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environment for work and study.	Policy, and providing guidance to staff and learners.		<ul style="list-style-type: none"> <li>• Foster good relations</li> </ul>		
	Improve awareness of, and support for mental health issues through implementation and promotion of the Learner Mental Health Strategy and continuing to enhance support for learner and staff wellbeing.	All	<ul style="list-style-type: none"> <li>• Advance equality of opportunity</li> <li>• Foster good relations</li> </ul>	<p>Learners are provided with ICURVE online courses to promote awareness of SG and mental health to support learners wellbeing.</p> <p>Staff arrange 121 support through verbal contact and WhatsApp groups.</p> <p>Staff complete mandatory online courses.</p> <p>Staff wellbeing through meetings, briefings, Hot topics shared monthly.</p> <p>E&amp;D HOT topics celebrated and embedded in to Curriculum delivery.</p>	Directors and Managers, Designated Safeguarding Officers

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				QTR SG reports published. Robust SG tracking and reporting of concerns Staff training in mental health and wellbeing Staff wellbeing is supported	
Provide an inclusive and enabling environment for work and study.	Promote and embed the Accessible and Inclusive Learning Policy (AILP) into standard learning and teaching practice.	Disability	Eliminate unlawful discrimination Advance equality of opportunity	Policies to be reviewed and aligned	Directors
	Enhance support for disabled and learners with additional learning needs learners through improvements to infrastructure, communications and the implementation of reasonable adjustments.	Disability	Eliminate unlawful discrimination Advance equality of opportunity	CognAssist platform supports learners with hidden needs. Reasonable adjustments and special consideration implemented to support learners with learning needs providing extra time on exams, reader, scribe available	Directors/Heads and Managers

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	Actively celebrate the diversity of our staff and learner community through an ongoing programme of events built in to the Equality and Diversity calendar.	All	Foster good relations Enhance learners experience Advance equality of opportunity	Hot topics shared. E&D embedded in to curriculum design and delivery. Celebration via social media, Case studies and competitions	
Provide an environment that is accessible and safe.	Improve the accessibility of continuing to integrate equality consideration into the building and maintenance programme and ensuring timely response to required equality adjustments.	Disability	Eliminate unlawful discrimination Advance equality of opportunity	Health and Safety polices and risk assessments updated to reflect COVID-19 safe practices	Head of Health and Safety
	Develop a more effective system to generate and execute Personal Emergency Evacuation Plans (PEEPs).	Disability	Eliminate unlawful discrimination	Head of Health and Safety conducts risk assessments.	Head of Health and Safety
	Continue to develop communications, support services, policies and procedures to include sexual harassment and sexual violence	All	<ul style="list-style-type: none"> <li>• Advance equality of opportunity</li> <li>• Foster good relations</li> </ul>	Safeguarding and Prevent policy and procedures updated. KCSIE updates shared	MD, and Director of Quality

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				High focus on staff training and development in sexual health and sexual awareness QIP reflects outstanding actions for staff development	
<b>To ensure an environment for work and study that is inter-culturally inclusive, supportive and encourages authenticity and upholds the dignity and respect of all. Equality, diversity and inclusion are embedded in all that we do.</b>					
Objective	Actions	Protected Characteristics	General Duty needs	Progress against actions	Responsibility
Provide data to support progression of equality, diversity and inclusion.	The company will continue to publish comprehensive reports of learner and staff data by protected characteristics.  Academy Managers and Heads of Departments will formally respond to their data and implement actions to address areas of concern.	All	<ul style="list-style-type: none"> <li>Eliminate unlawful discrimination</li> <li>Advance equality of opportunity</li> </ul>	Data sets reflect demographics. EDMIS. Monthly reporting to review BAME. Manager monthly reports include at risk and strategies implemented to mitigate risk Monthly performance boards to review at risk to	Heads of departments and Academy Managers

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				place any area in intensive care	
Equality, diversity and inclusion principles are embedded in our governance, strategy and planning.	<p>Implement a training plan to improve the diversity:</p> <ul style="list-style-type: none"> <li>• Compile the gender and ethnic data sets to use this to inform recruitment</li> <li>• Collect equality information from applicants and use this to inform future recruitment exercises</li> <li>• Consider unconscious bias training for staff members involved in recruitment.</li> </ul>	All	<ul style="list-style-type: none"> <li>• Advance equality of opportunity</li> <li>• Foster good relations</li> </ul>	<p>Marketing campaigns and advertisement of portfolio of course through variety of marketing strategies</p> <p>Robust induction process implemented for staff</p> <p>Policies updated yearly.</p> <p>Training and development on CEAIG</p> <p>Career coach recruited to support learners with employability skills</p> <p>CPD training plan for staff, set of yearly mandatory courses</p>	MD and Directors
	<p>Promote the effective use of Equality Impact</p> <p>Increase response rates on all surveys</p>	All	<ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination</li> </ul>	<p>QIP action – implementation of an E&amp;D survey, review</p>	MD and Directors

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	Assessment to improve the account taken of equality impact in governance, decision making, policy and practice		<ul style="list-style-type: none"> <li>• Advance equality of opportunity</li> <li>• Foster good relations</li> </ul>	impact measures against outcomes of survey Customer excellence KPIs set to include case studies and focus groups	
Promote understanding of equality, diversity and inclusion throughout the community developing employability skills increasing job opportunities for learners	Expand provision and improve take-up of equality, diversity and inclusion training and learning opportunities. Offer business start programmes for adult learners Imbed a robust CEAIG programme throughout the curriculum delivery Career coaches to	All	Eliminate unlawful discrimination Advance equality of opportunity Foster good relations	Expansion of programme offers, employability skills, 6 month programmes offering evening and weekend to suit needs to individuals. Implementation of induction online frameworks, implementation of self-study and remote learning opportunities CEAIG steering group to drive performance and measure success	Directors/Heads of Managers

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We have equity of pay and rewards for all staff.					
Objective	Actions	Protected Characteristics	General Duty needs	Progress against actions	Responsibility
Use data to inform reward management, policy and practice.	Continue to conduct and publish regular reward management and practice	All (and particularly Gender, Race, Disability)	<ul style="list-style-type: none"> <li>Eliminate unlawful discrimination</li> <li>Advance equality of opportunity</li> </ul>	Purple People Employee of the month Staff recognitions and celebrations News letters	HR
Review and monitor pay gaps	Implement recommendations. These include: <ul style="list-style-type: none"> <li>reference to internal and external comparators for staff newly appointed or promotion</li> <li>Review and increase salary for staff promotion and performance</li> </ul>	All (and particularly Gender, Race and Disability)	Eliminate unlawful discrimination Advance equality of opportunity	Promotion through 121 Annual salary review	HR/Directors

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Identify opportunities and barriers related to recruitment, progression and management of a diverse community of staff and learners, who are able to reach their full potential.					
Objective	Actions	Protected Characteristics	General Duty needs	Progress against actions	Responsibility
Attract a diverse workforce and learner body	<p>Attract learners and staff through a robust recruitment strategy.</p> <p>Attracting learners from a wider range of social economic backgrounds.</p>	All	<p>Advance equality of opportunity</p> <p>Foster good relations</p>	<p>Marketing strategies linking to geographical locations to promote courses and widen participation</p> <p>Promotion and implementation of new course offer type 4 hair characteristic</p>	Marketing, Head of sales
	<p>Provide employment opportunities to young people and adults from diverse backgrounds</p> <ul style="list-style-type: none"> <li>• Improve employability skills with adults and young people</li> <li>• actively promoting adults and young people in the local community.</li> </ul>	All	<p>Advance equality of opportunity</p> <p>Foster good relations</p>	<p>Employability skills delivered to all learners, Workbooks and online learning available</p> <p>Marketing and promotional materials attract young people within local communities</p>	Marketing Manager Curriculum team Head of Academies

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	<p>Improve learner recruitment across all academies with regards to inclusion and transparency.</p> <p>Develop guidelines on best inclusive practice at all stages of recruitment and selection process.</p> <p>Collect and analyse data on performance to Identify priority actions around recruitment of specific under-represented groups.</p>	All	<p>Advance equality of opportunity</p> <p>Foster good relations</p>	<p>Robust recruitment strategy from enquiry to enrolment.</p> <p>Remote open days and interviews</p> <p>Internal progression opportunities for all target groups</p> <p>Opportunities and growth steering group to review current curriculum and implement change</p> <p>Value added groups to identify gaps and areas to develop.</p> <p>Skills for Londoners review of education strategy</p>	<p>Directors/Heads of/ Employer Engagement team</p> <p>Marketing Manager</p>
	<p>Provide training for Employer Engagement team and Student Liaison Officers in learner recruitment including sessions on Equality and Diversity</p>	All	<p>Eliminate unlawful discrimination</p> <p>Advance equality of opportunity</p>	<p>Online programmes and yearly CPD</p>	<p>Head of Sales/ Employer Engagement team</p>

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Provide a supportive culture where all learners can progress and succeed.	<p>Continue to support, engage and consult with Stakeholders and networks to inform the development and delivery of policies, practices and services to maximise value and impact.</p> <p>Continue with Employer connections to increase job opportunities and work experience for unemployed adults.</p>	All	<p>Advance equality of opportunity</p> <p>Foster good relations</p>	<p>Progression opportunities across academies</p> <p>Review of short courses to widen participation</p> <p>Ongoing- QIP actions to increase employer engagement and business development</p> <p>Ongoing – building stakeholder data base and employer links</p>	<p>Directors/Head of sales and Employer</p> <p>Engagement team</p> <p>Marketing Manager</p>
	<p>Analyse and respond to success rates in career progression.</p> <p>Evaluate existing data and practice to support career progression.</p> <p>Identify opportunities and barriers related to progression routes and career progression.</p>	All	<p>Advance equality of opportunity</p> <p>Foster good relations</p>	<p>On going QIP action</p> <p>Review data sets</p>	<p>Heads of/Managers</p>

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<p><b>FIRST 3 MONTHS - KEY ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Review the recruitment process with a focus on CEIAG, protected characteristics and gender equality.</li> <li>• Improve our destination and progression data to analyse and respond to success rates in career progressions and destination outcomes following completion of programme, at 1 month, 3 months, 6 months and 12 months.</li> <li>• Collate and analyse E&amp;D data and publish reports.</li> <li>• Analyse our recruitment data and achievement data outcomes to identify barriers and progression.</li> <li>• Evaluate existing data and practice to support career progression.</li> <li>• Increase our connections with stakeholders and employers to enhance job opportunities, work experience and progression opportunities for all learners.</li> </ul>	<p>Persons responsible:</p> <p>Managers and Heads of departments</p>	<p>CEIAG QIP actions</p> <p>QIP actions - Survey monkey to reflect E&amp;D activities</p> <p>QIP actions – D&amp;P data sets</p>	<p>Review of actions through:</p> <p>Monthly reporting Meetings Exec and Board meetings</p>
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