

The Child Maintenance and Enforcement Commission

Single Equality Scheme 2010 to 2013

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Foreword

The Child Maintenance and Enforcement Commission was established in July 2008 to provide a new system of child maintenance in Great Britain. Its primary objective is to ensure that the maximum number of children who live apart from one or both parents benefit from an effective maintenance arrangement, either through a private maintenance arrangement or a statutory one.

Since the Commission was established in July 2008, it has remained committed to build on the Child Support Agency's (CSA) achievements in valuing diversity and promoting equality for our clients and our people through engagement and involvement.

The Commission's status as a non-departmental public body allows us to be innovative in providing services in a range of ways to meet our clients' diverse needs, using the resources and expertise of both the public and private sector to do this.

Our single equality scheme and the supporting action plans reflect the guiding principle of our equality and diversity approach 'Diversity with Purpose' which recognises that 'To treat me equally you may have to treat me differently'.

We recognise that diversity is about flexibility and continuous improvement to make sure we continue to meet our legal obligations in the future. In particular, as we start to develop the future statutory scheme that will operate from 2011 we will increase our engagement with client representatives and stakeholders to help us identify improvements so that we develop services to meet the diverse needs of our clients.

Stephen Geraghty
Commissioner

The Commission's Vision

'Supporting separated families; securing children's futures'

The Commission wants to create a future where parents who live apart from their children should expect, want and be able to make effective maintenance arrangements for their children. The Commission's vision is to support separated families in understanding the range of child maintenance options available, and to help them navigate the issues they face in putting effective arrangements in place. By establishing an effective arrangement between parents, the Commission can help to secure children's futures by helping to facilitate the financial support children need.

About the Child Maintenance and Enforcement Commission

The Commission was established under the Child Maintenance and Other Payments Act 2008. The Commission is a non-departmental public body (NDPB) responsible for the child maintenance system in Great Britain. Its primary objective is to ensure that the maximum number of children who live apart from one or both parents benefit from an effective maintenance arrangement, either through a private maintenance arrangement or a statutory one.

To meet this primary objective the Commission will, through its three core functions:

- promote financial responsibility;
- inform parents about the different options available, guide them to the most appropriate for them and support them in making private arrangements; and
- provide an efficient statutory maintenance service, with effective enforcement

This is different from the CSA, which had only one function; providing the statutory maintenance service. The Commission is seeking to ensure that all parents who live apart put in place an effective arrangement to maintain their children, whether private, through the courts or through the statutory service.

As it is for parents to decide which type of arrangement suits them best, the Commission will launch new services and continue to develop existing services to inform, guide and support parents in choosing between the available options:

- Making their own private arrangement for child maintenance.
- Asking the courts to make a Consent Order (or a Minute of Agreement in Scotland) for child maintenance usually as part of a divorce settlement.
- Applying to the statutory maintenance service to make an arrangement for them.

Our organisation

The Commission has control of its own operational policy, at arms length from direct Government involvement to enable more innovative approaches that harness the broadest range of expertise from public, private and third sectors.

Our 2010 -11 Business Plan can be found at:

<http://www.childmaintenance.org/en/pdf/Business-Plan-2010.pdf>

The three year Corporate Plan for 2009-10 to 2011-12 can be found at:

<http://www.childmaintenance.org/en/pdf/Corporate-Plan.pdf>

The timeline for change

In its first year of operation the Commission introduced a number of early improvements to the child maintenance system, including;

- removing the compulsion for parents with care in receipt of out-of-work benefits to use the statutory maintenance service;
- providing more help for those parents on benefits through an increased child maintenance disregard
- launching the new Child Maintenance Options Service to inform, guide and support parents in making and keeping appropriate maintenance arrangements; and
- taking over responsibility for the CSA and successfully completing the Operational Improvement Plan by March 2009.

The CSA is now providing a significantly improved service for clients on the statutory schemes collecting and arranging over £1,145m of maintenance which benefits 932,300 children. This maintenance collection has increased from less than £800m in the year before the plan was announced.

Over the next five years, the Commission will deliver the changes set out in the 2008 Act which are designed to achieve its primary objective of maximising effective arrangements.

The Commission is launching programmes to promote child maintenance and financial responsibility, further develop the information and support available through the Child Maintenance Options service, and begin to use new enforcement powers to ensure that more parents meet their financial responsibilities.

Our single equality scheme

This is the Commission's first single equality scheme which covers our legal duties on race, gender and disability equality. The CSA had an equality scheme with separate action plans on race, gender and disability equality, when the Commission was established we decided to have one scheme.

Our commitment to equality

We are determined to build on the progress made by the CSA when it was part of DWP as the Commission develops both as an employer and a service provider.

We benefit from our links to the DWP with regard to equality and diversity for provision of our training materials and support in our commercial functions such as procurement. As a new and developing organisation we believe we have an opportunity to establish equality and diversity as a cornerstone of how we fulfil our functions.

All employees within the Commission receive training on equality and diversity at their induction, further training modules are available to enhance this and are accessible to all employees.

Providing a service to clients

One of the Commission's values is being client focused. In order to provide a first class service, we need to ensure our services are accessible to them. At the point that they first contact the Commission, clients are asked about their specific requirements to enable them to access Commission services. They are also reminded periodically of the wide range of alternative communication formats that are available.

These include:

- audio tape or CD *
- Braille *
- 'easy read' format
- large print * (available on the CSA website ,www.csa.gov.uk)
- community languages*
- Welsh
- Textphone for text-to-text calls 0845 7138924 and 0845 7138099 for Welsh language textphone
- Typetalk
- Induction loops
- Interpreters
- Welsh Language helpline 0845 7138091

* accessed through a call to 0845 713 3133 (From 8am to 8pm Monday to Friday and 9am to 5pm on Saturdays).

We can also meet with clients face to face in their home. We will provide language advisers when English is not the client's preferred language.

Consultation and Involvement

With our clients

To achieve our vision of 'supporting separated families; securing children's futures' we need to make sure we talk to and involve everyone who uses our services and is

interested in the work we do. What people tell us will allow us to develop our services to be able to meet people's needs flexibly, and will make sure that we are aware of the impact of what we do has on different groups.

We consult with clients through stakeholder groups. Members of these stakeholder groups represent the views and interests of different groups of clients. For example some may represent fathers, some represent parents who have the main day-to-day care of children (who are more likely to be women) and others represent the interests of children in separated families. We also talk to other stakeholders who are involved in giving advice to people when relationships breakdown, such as Citizens Advice Bureau or Relate.

We work with other stakeholder groups to find out the needs of their clients and their families. The organisation has access to a team of Ethnic Liaison Officers who raise awareness about the organisation's services with people from Black, Asian and Minority Ethnic (BAME) groups.

Some of the stakeholders we engage with are:

- Gingerbread
- Families Need Fathers
- Relate
- Citizens' Advice

To change a cultural/societal behaviour as fundamental as responsibility for child maintenance, we need to understand why parents behave in the ways they do. The Commission is undertaking research into what motivates parents to reach effective arrangements. The research team is talking to both parents with care and non-resident parents. We will use this information to ensure more children benefit from arrangements and to achieve our vision of 'supporting separated families; securing children's futures'.

To ensure our current statutory scheme meets the needs of our clients each centre has a local Ethnic Liaison Officer. Their role is to help improve service delivery and future policy of all our clients. This is being achieved by developing links in the community, increased interaction with Ethnic Minority Groups and detailed research over the past year. Each Ethnic Liaison Officer has developed a database of local stakeholders who they are working in partnership with. They identify what gaps there are within the local service provided and what barriers there may be that make it more difficult for people from BAME backgrounds to use our services. Some of the various Community organisations they meet, consult and engage with are:

- Dudley Centre for Equality and Diversity
- The Jain Temple
- Jyoti Ashram
- Barnado's Apna Ghar
- Shakti Women's Aid
- Muslims Women's Aid

Currently we do not hold information on people with private arrangements. To provide robust measures the Commission has begun a programme of research, measurement and evaluation to understand more about the attitudes, behaviours, service needs and

expectations of its current and potential future clients. As part of the design of the future statutory scheme we will record diversity data. This data will be used in research and evaluation to identify any area of inequality where improvements can be made.

With Our People

We are continuously seeking feedback on how our people view the Commission. Part of this process is analysing what our people tell us in the annual People Surveys.

For example, following analysis of the results of the 2008 People Survey a series of workshops were held with our people to gain a more in-depth understanding of what the results meant to people. As a result of their comments a plan was developed with initiatives for improvement. One of our people's requests was to provide them with the opportunity and method to put forward their comments, ideas and opinions. As a result a 'Team Talk' communication system was introduced where leaders give out key messages and collect feedback and comments from their teams. An assurance mechanism has also been introduced to ensure the cascade of information takes place and that feedback is provided through each level of leadership.

In October 2009 our people contributed to a People Survey in which they were asked a number of questions about how they perceive the Commission, and also asked whether they had experienced any harassment and bullying or discrimination on the grounds of age, disability, ethnicity, gender, gender reassignment, sexual orientation, religion or belief. The results of the survey have been fed back to managers at team level, and then to directors at directorate level for them to take any necessary action.

The results of the 2010 People survey will be known and analysed in December 2010. We will feed the results back to our managers and directors to take any necessary action.

We continue to consult with our trade unions who provide valuable feedback on issues that their members raise with them. All employment policies are quality assured and have Equality Impact Assessments completed, and are available to our people and Trade Unions.

Monitoring and Evaluation

Clients

We continue to monitor and evaluate data about our clients from a variety of sources from client representatives, stakeholders, surveys and research. However, a priority for the Commission is to improve the monitoring of our client information, which at present is limited by the capability of our current IT system. The new system for delivering child maintenance in the future will collect information from our clients to help us to tailor services to meet their diverse needs.

Therefore in the development of our future scheme we are including design improvements to enable capture of data of diversity strands that will be introduced in the Equality Act as well as gender, ethnicity and disability data.

Our People

We ask our people to tell us about their gender, ethnic background and whether they consider themselves to be disabled. This helps us to see if our recruitment policies are working, and if we are attracting people from different backgrounds to come and work with us.

We monitor, analyse and evaluate this data to meet the specific requirements of the Equality Act 2010. Race, Disability and Gender data is collated and monitored for:

- People in post
- Recruitment
- Applications for employment
- Those who receive training
- Performance Appraisal
- Grievance procedures, including Harassment and Bullying complaints data
- Disciplinary procedures, including dismissal
- Leavers

This information helps us to:

- Identify trends and patterns as to what kind of people do what kind of jobs.
- Remove barriers that may get in the way of some groups being able to access our training or move into particular jobs.
- Ensure everyone is treated fairly and supported to develop and achieve their potential.
- Make sure our policies aren't discriminating against anyone.
- Tell us where we're doing well in valuing everyone and where we may need to take action to make things fairer.

With regards to our diversity reach, Commission Executive roles have been advertised on our specialist recruiter's Diversity site. Diversity Online is a dedicated diversity job board featuring employers keen to engage with a broader range of jobseekers and increase the number of applications received. Jobseekers are directed to the site through advertising on partner sites that either represent the interest of or provide services for people in one or more of the diversity strands i.e. disability, gender, age, race, sexual orientation, religion or belief.

Key Findings - our Employment Data is given at Annex 2.

Ethnicity

Minority ethnic groups are over-represented in the 'majority' and 'lower' Performance and Development System markings compared to the wider Commission population.

Disability

If all employees who have not declared a disability were to declare a disability, there would still be an overall under-representation of disabled employees across grades (AA to SEO), when compared against the British population.

Employees who have declared a disability are more prominent within the group of employees going through grievance and appeals than in the workforce population of the Commission as a whole.

Disabled employees are over-represented in the 'lower' and 'unsatisfactory' markings in the Performance and Development System compared to the wider Commission population.

Gender

At 31st December 2009 the Commission workforce was made up of 30.23% males and 69.77% females. When compared with the general population the data indicates that males are underrepresented in the Commission workforce as a whole. However data on new appointments to the Commission for the 2009 reporting period indicated that recruitment of males had a greater representation of males than the current workforce profile. The 37.82% of new appointments were male, compared to the overall 30.23% male representation in the Commission population.

Males are under-represented in the least senior grades within the Commission: AA, AO, EO, HEO and SEO grades, while females are under-represented in the most senior Grades: 7, 6 and SCS. As a consequence a key challenge for the Commission going forward is to progress females through the organisation.

Way Forward

- We need to improve the quality of our ethnicity data to enable us to more accurately monitor the impact of our HR policies on our people; self declaration for the 2009 reporting period is low and as a result it is difficult to draw any meaningful conclusions from the data .
- We recognise that there is some reluctance amongst our people to voluntarily declare their ethnicity and or disability on our Human Resources Database (RM system).
- We actively encourage our people to input this data through the RM self service, and will continue to do so.

Partnerships, outsourcing and procurement

In the procurement of contractual arrangements with external organisations to carry out works and/or to provide goods and/or services for the Commission we continue to follow the DWP procurement processes. These ensure that all companies with whom we do business operate in a way which supports our commitment to diversity and our compliance with equality legislation. We also continue to use the tendering process which ensures that external organisation's equality obligations are identified and prioritised. We will develop and introduce a system to monitor our suppliers' diversity and equality performance and this is included in our action plan.

Our people

‘Two Ticks’ Disability Symbol Scheme

To demonstrate our continuing commitment to recruiting a diverse workforce to reflect the range of our clients, the Commission has successfully applied to use the ‘two ticks’ Disability Symbol.

This means we have signed up to the five commitments of the Scheme which demonstrates our support for our people to develop their careers and increase their contribution to the organisation through the enhancement of their skills and abilities.

The five commitments relate to recruitment, training, retention, consultation and disability awareness:

- To interview all disabled applicants who meet the minimum criteria for a job vacancy and to consider them on their abilities –our Guaranteed Interview Scheme
- To discuss with disabled employees, at any time but at least once a year, what both parties can do to make sure disabled employees can develop and use their abilities
- To make every effort when employees become disabled to make sure they stay in employment
- To take action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work
- To review these commitments each year and assess what has been achieved, plan ways to improve on them and let employees and Jobcentre Plus know about progress and future plans

Information from our recruitment exercises from 2009 show that 70% of applicants who had declared themselves to be disabled said they wished to apply for an interview under the Guaranteed Interview Scheme.

An inclusive workplace

The Commission fully meets the requirements under the Equality Act 2010 to make reasonable adjustments to the workplace and to employee arrangements to remove disadvantages for disabled people by their environment, the way things are done or any physical feature of the workplace. Procedures are in place for our managers to arrange for a professional Display Screen Equipment workstation risk assessment to be carried out at all of our sites. Workstation assessments for people with multiple or severe disabilities, where workplace adjustments or specialist equipment is required, is available through Atos Healthcare. We have access to approved solutions to ensure that IT equipment is accessible.

We consider that improved expertise on adjustments can be provided by the Access to Work Scheme, after piloting the scheme we have incorporated its use in our guidance on providing reasonable adjustments. Our reasonable adjustments procedures provide support for our employees who have underlying health conditions as well as those with a disability.

Childcare

The Commission has effective family friendly policies and services in place to make sure that people with caring responsibilities are supported by the organisation. The Commission demonstrates this through providing on-site nursery facilities on our largest sites and a Childcare Subsidy is also payable. Childcare Policy and Procedures have been reviewed and amended, aiming to ensure that the nurseries are fully utilised.

The Commission also continues to participate in the Childcare Vouchers (Salary Sacrifice) Scheme which allows parents to give up part of their salary in return for childcare vouchers.

All of our people also have access to enhanced provisions on maternity, paternity, adoption and parental leave. For those colleagues with the appropriate level of qualifying service, the Commission exceeds statutory minimum payments. We also offer flexible working arrangements.

Talent Development Programme

The Commission recognises that there is a wealth of talented people within the organisation, who with the right development can become the leaders of today and the future. To utilise this talent in 2009/10 we launched a Talent Development Programme and an Emerging Talent programme. The launch communications encouraged applications from ethnic minority groups and colleagues with disabilities.

We monitor the applications to the talent development programme and plan in future to analyse any indications that show some groups have not been successful. The last scheme showed that of the total applicants 5.7% were disabled and 3.9% of these were successful. With regard to gender 58.9% of the total applicants were female and of these 61.5% were successful. 2.5% of the total applicants were from ethnic minorities but none were successful. The next programme will see successful candidates joining the programme at the end of November 2010.

Equal Pay Statement

Before the Commission was set up, the CSA was included in DWP's equal pay audit which they conducted on a three-yearly basis.

We are conducting an equal pay review in 2011. Our current Equal Pay Statement is at Annex 1.

Equality Impact Assessment

For our new organisation we have adopted a standard process to ensure that we impact assess all proposals and change for Race, Disability and Gender.

Immediately prior to the setting up of the Child Maintenance and Enforcement Commission in November 2008, internal auditors carried out an audit review of CSA's Equality Impact Assessments (EIAs). They were able to provide a reasonable assurance that the controls operating the EIA mechanism were effective and compliant with our legislative obligations.

Whilst no actual recommendations were made, there were areas for improvements, in particular in the standard of EIA's completed. An action plan was developed and the following action taken:

- A training session on the completion of EIAs was given to representatives of HR Business Partners and Employee Services to enable them to provide advice and guidance to those completing EIAs.
- Managers were trained on how to Quality Assure and validate EIAs
- A matrix to log all EIAs for Quality Assurance was developed
- Training workshops on the type of impact analysis required in drafting an EIA were offered to Project Managers and Policy Development managers. This offer was taken up and a number workshops and individual training sessions were provided.

These workshops and individual training sessions increased the awareness of equality issues and explained the requirement to complete an EIA. The quality of completed EIAs has improved as a result. Policy and change owners are now aware of the requirement to complete an EIA, and workshops and training have continued to be offered and taken up.

During the development of the new organisation an assessment of the diversity and equality impact on all policies and initiatives was carried out. An example is the consideration of the suitability of the new Head Office building in Leeds and individual impact assessments on each of the new HR Policies developed for our new people in the Commission Executive. From October 2008 to 30 September 2009 a total of 38 Equality Impact Assessments were carried out.

We have developed our own branded Equality Impact Assessment guidance, which will be circulated to relevant people and published on the Commission Diversity & Equality intranet site. We will also make all completed Equality Impact Assessments available on request, and publish a summary report of those which have been completed.

We are ensuring that in the development of the future scheme Regulatory Impact Assessments and EIAs are completed for all policies, services and implementation.

Progress reporting and reviewing

We will assess and provide an update on outcomes and progress against our action plans every year. We will ensure that, as part of that process we will involve our clients and their representatives, our stakeholders and our people. We will include the outcomes of our monitoring and evaluation and of impact assessments we have carried out on our policies and services.

Child Maintenance & Enforcement Commission – Equal Pay Statement

Statutory duty

The Commission recognises its duty under the Sex Discrimination Act 1975 to have due regard to the need to eliminate unlawful discrimination and harassment and to promote equality of opportunity between men and women, and also to set objectives to address the cause of any differences between the pay of men and women that are related to their sex.

Specifically, we will undertake to:

- Collect and make use of information on gender equality in the workforce
- Assess the impact of HR and pay policies and practices on equal pay
- Have due regard for the need to eliminate pay discrimination and inequality in all areas of the organisation, wherever it is identified.

Tackling pay discrimination and addressing the gender pay gap

The Commission recognises that pay discrimination or unequal pay remains a significant cause of the gender pay gap still apparent within the UK at large, and with this in mind will ensure from a HR and business 'best practice' perspective that the organisation has processes in place to enable it to identify and address any potential causes, and also deal immediately with instances which arise.

We are aware that the main factors contributing to the gender pay gap nationally are:

- Sex discrimination and pay discrimination, inadvertent or otherwise
- The disproportionate share of caring responsibilities undertaken by women, and the resulting impact in terms of part-time working, potential career continuity and progression issues, and consequential pay differences
- The concentration of women in particular occupations, characterised by lower levels of pay than in occupations numerically dominated by men.

Equal Pay Reviews

The Commission believes that the conducting of an equal pay review is the most effective way of establishing whether or not HR and pay policies and pay systems are delivering equal pay.

We will carry out reviews on a regular basis, every three years. Given that the Commission has formed part of the DWP equal pay review in 2008, the intention would be to carry out the next review in 2011.

Communication and assurance to colleagues

The Commission will ensure that colleagues in all parts of the organisation are aware of how pay is determined, and that information on pay scales is made available on the organisation's intranet.

All colleagues involved in determining pay will have received training on equal pay, and the statutory requirements of the gender equality duty.

Other relevant measurements

The Commission will ensure that ethnicity and other equality strands are monitored in order to ensure no pay issues arise for different groups of men and women.

Explanation of terms used

Child Maintenance Options service – an impartial information and support service to help parents gain a clear understanding of the options available for arranging child maintenance.

The Commission is organised into three areas of business:

Commission Executive – responsible for promoting maintenance arrangements; providing information and support; developing the new scheme; and evolving strategy and policy.

Corporate Services – provide continuity of Business, Professional, Information Technology, Financial, Human Resources and Estate services to the Commission and the CSA.

Child Support Agency (CSA) – responsible for running and improving the existing schemes operating under the CSA ensuring continuity of client service and continued performance improvement.

Removal of compulsion – parents with care claiming out of work benefits are no longer obliged to use the statutory maintenance service provided by the CSA to manage their child maintenance arrangements.

Consent Order - in certain circumstances, parents can decide to arrange child maintenance through a court order that covers child maintenance. To do this, they must both agree how much child maintenance is going to be paid and how often, and the courts then turn this agreement into a contract called a 'Consent Order'.

Department for Work and Pensions - the Government Department responsible for welfare and pension policy.

Maintenance disregard - means that parents with care who are on benefit can now keep all of the child maintenance they receive and it will not affect their benefits.

Future statutory scheme - the Commission plans to introduce a completely new statutory scheme for child maintenance during 2011 to replace the current schemes currently managed by the CSA. The future scheme is designed to provide a simpler and faster maintenance calculation, a more transparent assessment process, and a more effective enforcement regime.

Minute of Agreement – in Scotland, the process for getting a court order covering child maintenance is called something different. Both parents agree how much child maintenance is going to be paid and how often, and this agreement is made into a contract called a 'Minute of Agreement'.

Non Departmental Government Body (NDPB) – an organisation which delivers a particular public service, overseen by a board rather than ministers. Appointments are made by ministers, and the organisations employ their own people and are allocated their own budgets.

Non resident parent (NRP) - the parent who the child does not normally live with. (95% of NRPs covered by the Statutory Maintenance Scheme are male)

Parent with care (PWC) - the parent or carer who the child normally lives with and so pays for most of the everyday living costs. In some cases this can be a grandparent, guardian or other family member (who is known as a 'person care', rather than a parent with care). (95% of PWCs covered by the Statutory Maintenance Scheme are female)

Private maintenance arrangement/agreement – where both parents have agreed the amount of maintenance and how often it will be paid. Neither the Commission nor any other organisation need to be involved in setting up a private agreement.

Statutory maintenance arrangement - where the amount of maintenance payable has been calculated under the scheme rules by the Commission and payment can be enforced by the Commission.

Employment Data

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NOTES ON THE DATA

Background Demographics

- Population (Britain) data has been taken from the Office for National Statistics 2001 Census.
- National population data for disability is taken from the Disability Rights Commission (July 2008).
- National population data for gender is taken from the Office for National Statistics (Series VS, No. 34, PPI No. 30, 2007).

Data Sources

Data presented in Section 1 (Employees in Post) has been sourced from the Commission's online HR Resource Management system as at 31st December 2009.

Data presented in Sections 2-6 (Recruitment; Training; Disciplinary; Grievance and Appeals; Performance and Development System and Exits) covers the period from 1st January to 31st December 2009.

The grades presented in the report match those used in the Child Support Agency and Corporate Services. The Commission Executive pay bands have been allocated as follows:

- Grade 6 = Leader
- Manager = Grade 7
- Team Leader = HEO
- Team Member = AO

Note that these mappings are approximate only.

Diversity Data

All diversity data in the Commission is held confidentially.

- Information on gender is held for all employees.
- Ethnicity and disability data is self-identified by individual employees. Where a self-identification has been made this data will be held. New starters are encouraged to record this information on the system.

Data Limitations

Limitations occur within the data for the following reasons:

- The numbers involved in the data sets are too low for effective analysis or are at a significantly low level and identification of individuals is at risk.
- Systems are not yet in place to capture the information required. This is true of our data in relation to Training.
- Data is reliant upon self-declaration and levels of self-declaration remain too low to support analysis.

1 EMPLOYEES IN POST

The following is an overview of the Commission employee population according to the monitored diversity strands. The information is provided in tabulated format, with population data for comparison and commentary on what this tells us about the Commission.

1.1 Ethnicity

Table 1.1a: Representation of Ethnicity by Grade

| Grade | AA | | AO | | EO | | HEO | | SEO | | Grade 7 | | Grade 6 | | SCS | | Population (Britain) % |
|------------------------------|------------|--------|-------------|--------|-------------|--------|------------|--------|------------|--------|------------|--------|-----------|--------|-----------|--------|------------------------|
| | No. | % | No. | % | No. | % | No. | % | No. | % | No. | % | No. | % | No. | % | |
| Minority Ethnic Group | 10 | 1.80% | 185 | 3.22% | 49 | 1.87% | 12 | 2.06% | 1 | 0.57% | 4 | 2.41% | 2 | 3.28% | 1 | 3.45% | 7.9% |
| White | 225 | 40.54% | 2328 | 40.52% | 1115 | 42.51% | 224 | 38.42% | 86 | 49.43% | 74 | 44.58% | 25 | 40.98% | 9 | 31.03% | 92.1% |
| Unclear/No response | 320 | 57.66% | 3233 | 56.27% | 1459 | 55.62% | 347 | 59.52% | 87 | 50.00% | 88 | 53.01% | 34 | 55.74% | 19 | 65.52% | |
| Total | 555 | | 5746 | | 2623 | | 583 | | 174 | | 166 | | 61 | | 29 | | |

Table 1.1b: Breakdown of Commission Workforce by Ethnicity

| Ethnicity | No. | % | Population (Britain) % |
|------------------------|-------------|--------|---------------------------|
| White | 4086 | 41.12% | 92.10% |
| Asian | 132 | 1.33% | 4.00% |
| Black | 46 | 0.46% | 2.00% |
| Chinese | 8 | 0.08% | 0.40% |
| Mixed | 53 | 0.53% | 1.20% |
| Other | 25 | 0.25% | 0.40% |
| Unclear/No Response | 5587 | 56.22% | N/A |
| Workforce Total | 9937 | | |

Figure 1.1a: Bar Chart illustrating Ethnicity by Grade

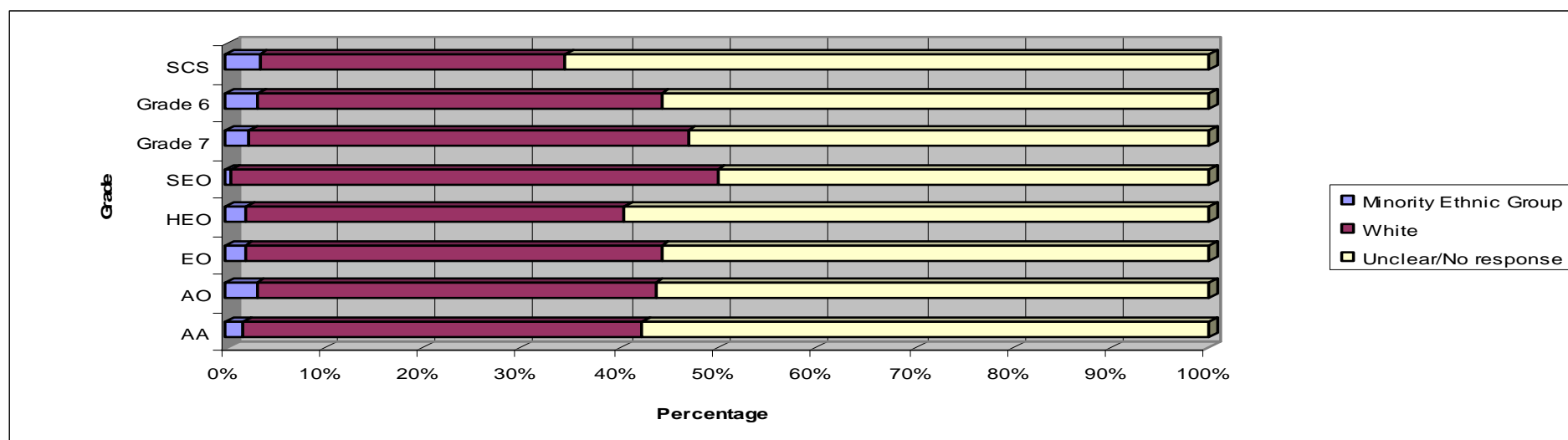
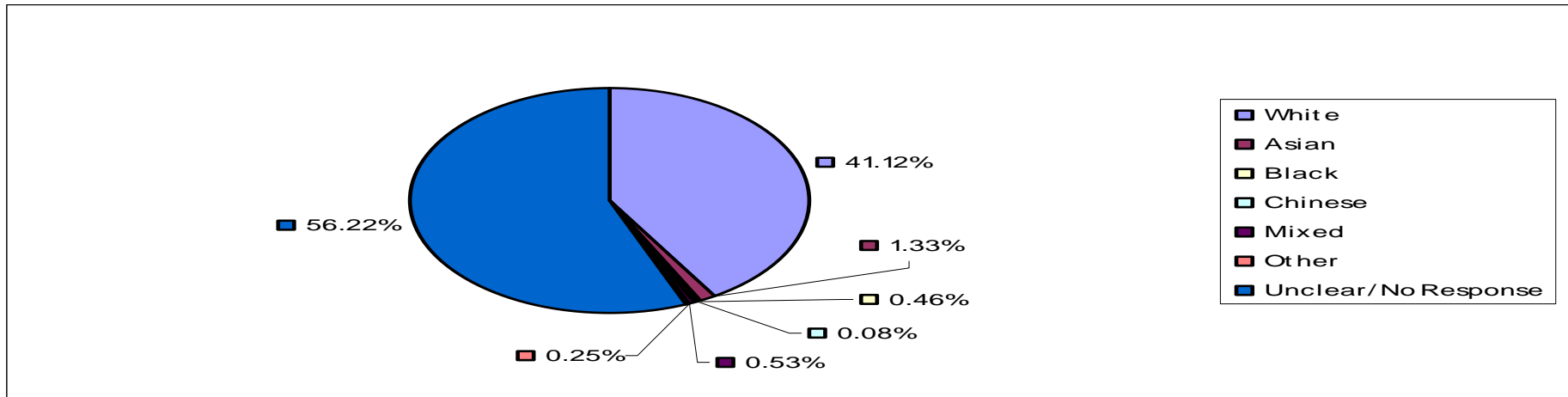


Figure 1.1b: Pie Chart illustrating Breakdown of Commission Workforce by Ethnicity



Key Points

- Data was initially profiled according to the 5+1 categorisation. However for the purpose of this analysis minority ethnic groups have been grouped into one category as populations of the component minority ethnic groups were too small to analyse by grade. Table 1b provides a break down of the minority ethnic groups across the workforce as a whole.
- As the Tables and Figures show, there is a high level of 'No Response' for ethnicity across the grades where employees have not disclosed their ethnicity on the RM system. Therefore the conclusions which can be drawn from the data are limited, as it is possible that the 'No Response' population could comprise entirely of employees from minority ethnic backgrounds.

1.2 Disability

Table 1.2a: Representation of Disability Declaration by Grade

| Grade | AA | | AO | | EO | | HEO | | SEO | | Grade 7 | | Grade 6 | | SCS | | Population (Britain) % |
|--|------------|--------|-------------|--------|-------------|--------|------------|--------|------------|--------|------------|--------|-----------|--------|-----------|--------|------------------------|
| | No. | % | No. | % | No. | % | No. | % | No. | % | No. | % | No. | % | No. | % | |
| Disabled | 23 | 4.14% | 201 | 3.50% | 102 | 3.89% | 24 | 4.12% | 6 | 3.45% | 7 | 4.22% | 0 | 0.00% | 0 | 0.00% | 19.0% |
| Non Disabled | 501 | 90.27% | 4732 | 82.35% | 2459 | 93.75% | 482 | 82.68% | 150 | 86.21% | 99 | 59.64% | 39 | 63.93% | 19 | 65.52% | 81.0% |
| Unknown / No Response / Default | 31 | 5.59% | 813 | 14.15% | 62 | 2.36% | 77 | 13.21% | 18 | 10.34% | 60 | 36.14% | 22 | 36.07% | 10 | 34.48% | |
| Total | 555 | | 5746 | | 2623 | | 583 | | 174 | | 166 | | 61 | | 29 | | |

Table 1.2b: Breakdown of Commission Workforce by Disability Declaration

| Ethnicity | No. | % | Population (Britain) % |
|--|-------------|--------|------------------------|
| Disabled | 363 | 3.65% | 19.0% |
| Non-Disabled | 8481 | 85.35% | 81.0% |
| Unknown / No Response / Default | 1093 | 11.00% | |
| Workforce Total | 9937 | | |

Figure 1.2a: Bar Chart illustrating Disability Declaration by Grade

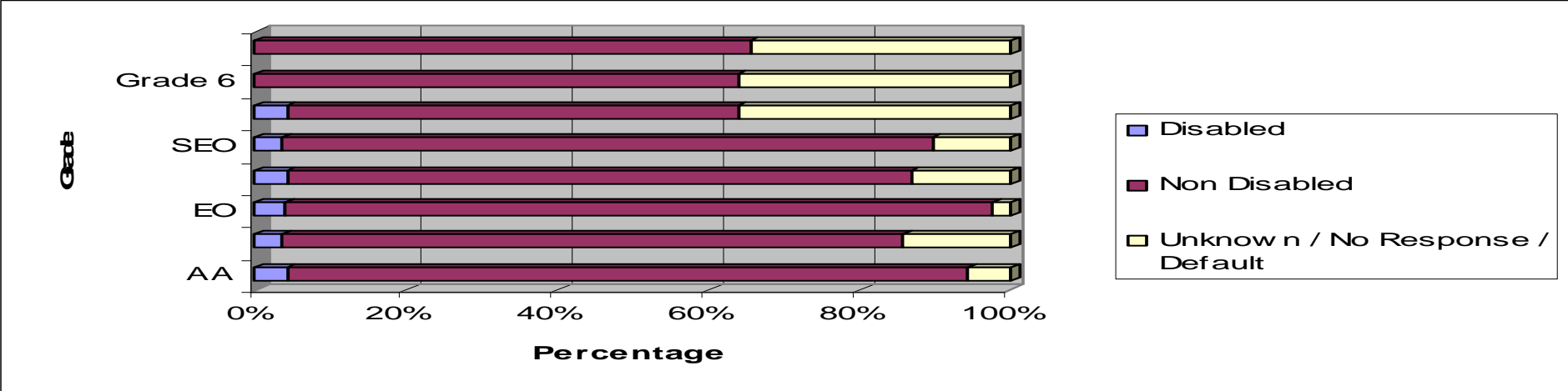
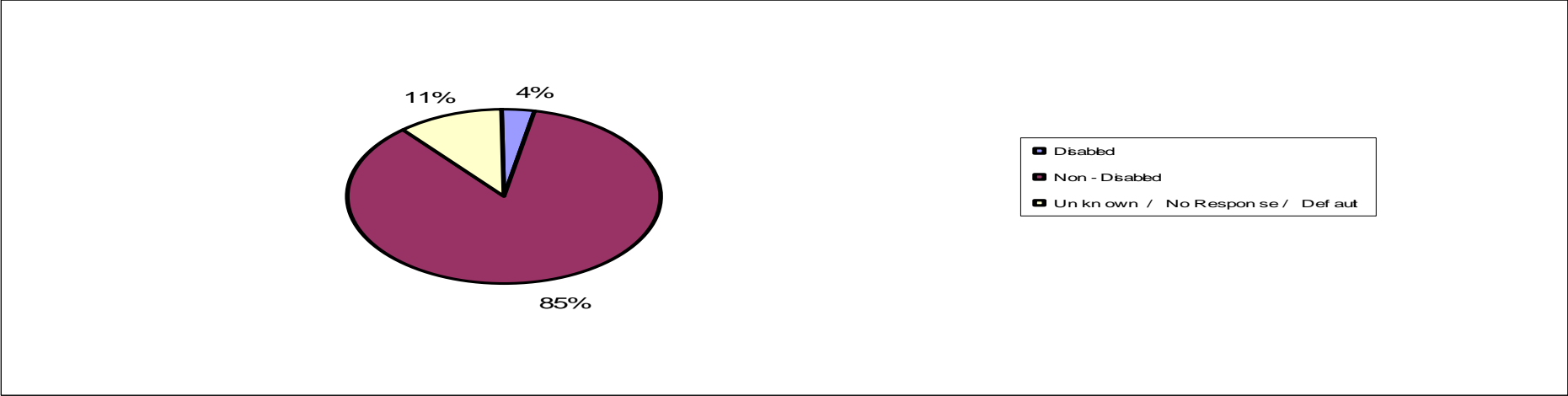


Figure 1.2b: Pie Chart illustrating Breakdown of Commission Workforce by Disability Declaration



Key points

- The 'Disabled' population comprises employees who declared themselves disabled with a known disability and employees who declared themselves disabled but did not specify their disability.
- The Unknown/No Response/Default category refers to new starters and existing records where no data is available.
- The Unknown/No Response/Default category contains large numbers, which again limits any overall conclusions that can be drawn from the data.
- If all employees currently grouped into the Unknown/No Response/Default category were to declare a disability, there would still be an overall under-representation of disabled employees across grades (AA to SEO), when compared against the British population as detailed in Tables 1.2a and b.
- The level of Unknown//No Response/Default category is much higher in grade 7 and above and consequently it is not possible to comment on whether disabled people are genuinely represented at these grades.

1.3 Gender

Table 1.3a: Representation of Gender by Grade

| Grade | AA | | AO | | EO | | HEO | | SEO | | Grade 7 | | Grade 6 | | SCS | | Population (Britain) % |
|---------------|------------|--------|-------------|--------|-------------|--------|------------|--------|------------|--------|------------|--------|-----------|--------|-----------|--------|------------------------|
| | No. | % | No. | % | No. | % | No. | % | No. | % | No. | % | No. | % | No. | % | |
| Male | 181 | 32.61% | 1494 | 26.00% | 867 | 33.05% | 216 | 37.05% | 80 | 45.98% | 104 | 62.65% | 40 | 65.57% | 22 | 75.86% | 49.1% |
| Female | 374 | 67.39% | 4252 | 74.00% | 1756 | 66.95% | 367 | 62.95% | 94 | 54.02% | 62 | 37.35% | 21 | 34.43% | 7 | 24.14% | 50.9% |
| Total | 555 | | 5746 | | 2623 | | 583 | | 174 | | 166 | | 61 | | 29 | | |

Table 1.3b: Breakdown of Commission Workforce by Gender

| Gender | No. | % | Population (Britain) % |
|------------------------|-------------|--------|------------------------|
| Male | 3004 | 30.23% | 49.1% |
| Female | 6933 | 69.77% | 50.9% |
| Workforce Total | 9937 | | |

Figure 1.3a: Figure to show Representation of Gender by Grade

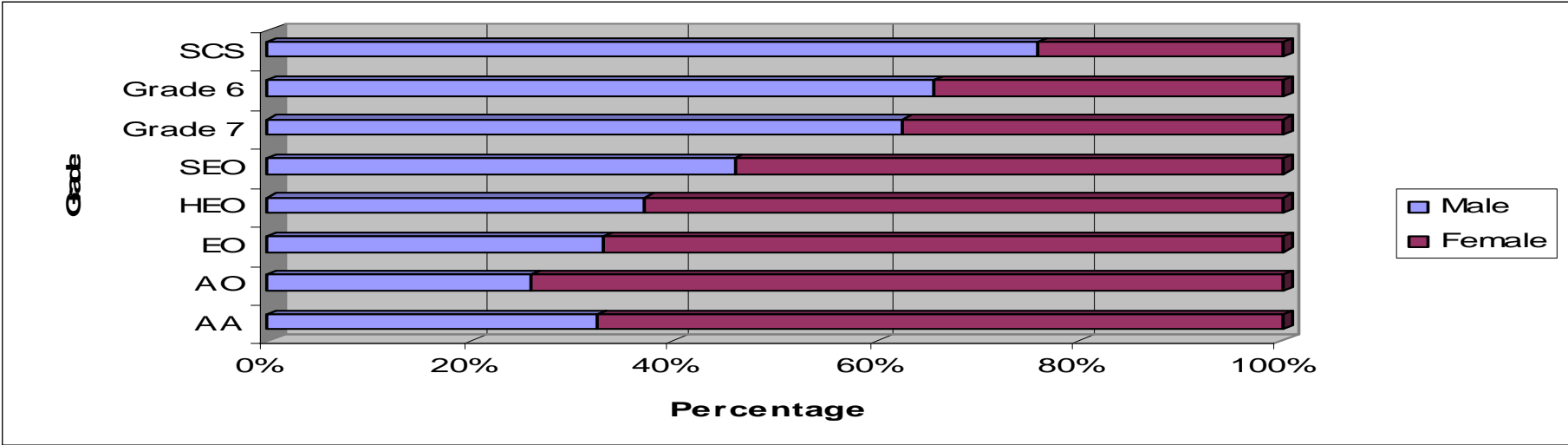
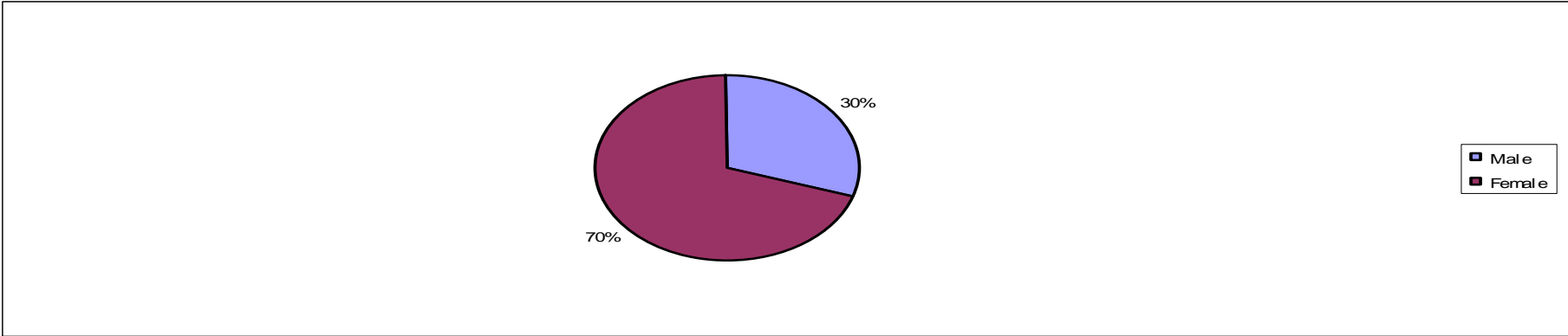


Figure 1.3b: Representation of Commission Workforce by Gender



Key points

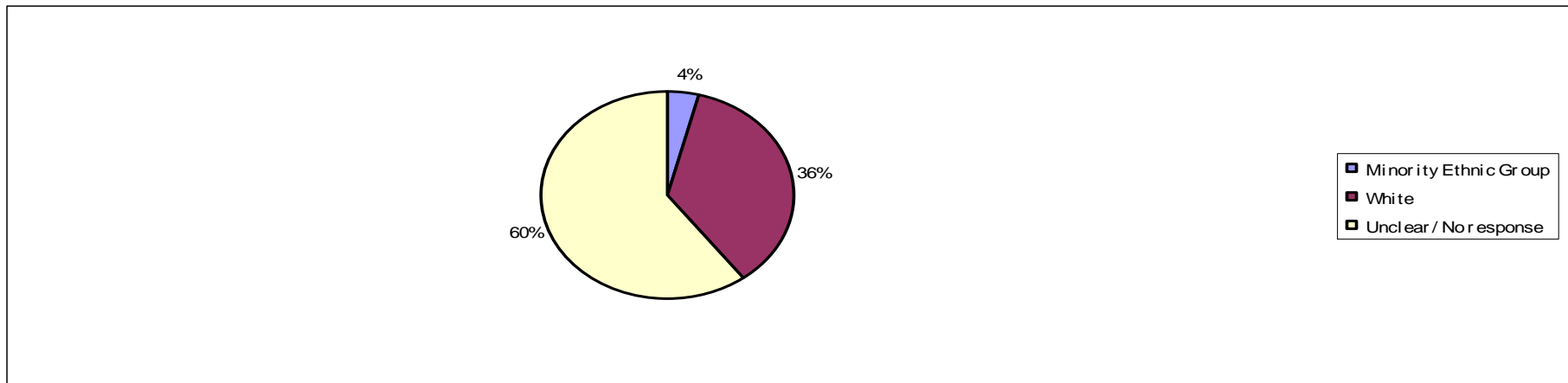
- Males are under-represented in the least senior Grades: AA, AO, EO, HEO and SEO grades.
- Females are under-represented in the most senior Grades: 7, 6 and SCS.

2.1 Ethnicity

Table 2.1a: New Appointments by Ethnicity

| Ethnicity | New Entrants | | Workforce Population |
|-----------------------|--------------|--------|----------------------|
| | No. | % | % |
| Minority Ethnic Group | 32 | 4.10% | 2.66% |
| White | 280 | 35.90% | 41.12% |
| Unclear/No Response | 468 | 60.00% | 56.22% |
| Total | 780 | | |

Figure 2.1a: Pie Chart to show New Appointments by Ethnicity



Key Points

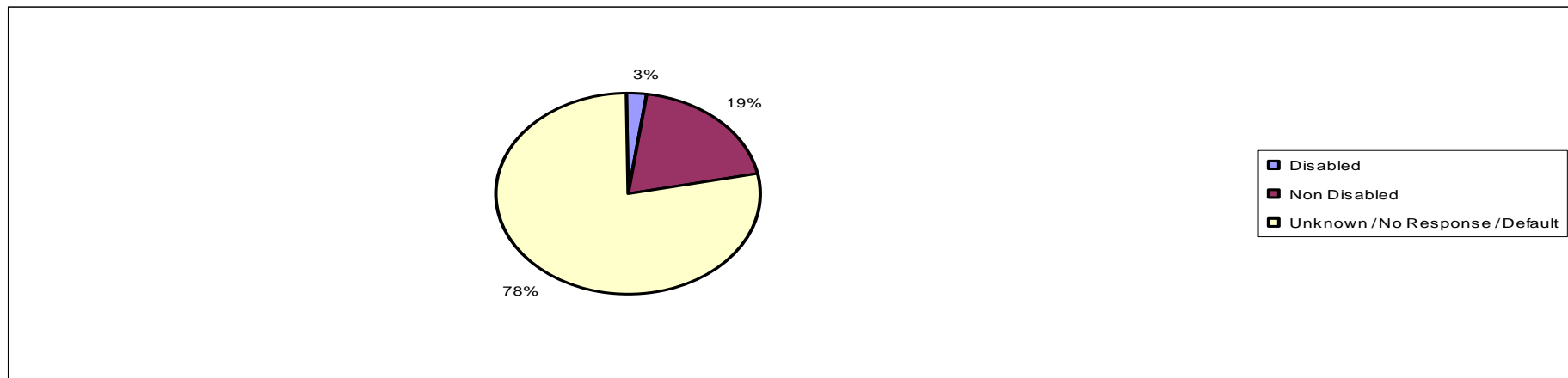
- Due to a large number (468, 60%) of records in the Unclear/No Response category, it is difficult to draw any conclusions from the data on the ethnicity of new appointments to the Commission.
- As a consequence the Commission will focus more attention on encouraging new appointments to declare their ethnicity on the RM system in the future.

2.2 Disability

Table 2.2a: New Appointments by Disability Declaration

| Disability Declaration | New Entrants | | Workforce Population |
|---------------------------------|--------------|--------|----------------------|
| | No. | % | % |
| Disabled | 20 | 2.56% | 3.65% |
| Non Disabled | 151 | 19.36% | 85.35% |
| Unknown / No Response / Default | 609 | 78.08% | 11.00% |
| Total | 780 | | |

Figure 2.2a: Pie Chart to show New Appointments by Disability Declaration



Key Points

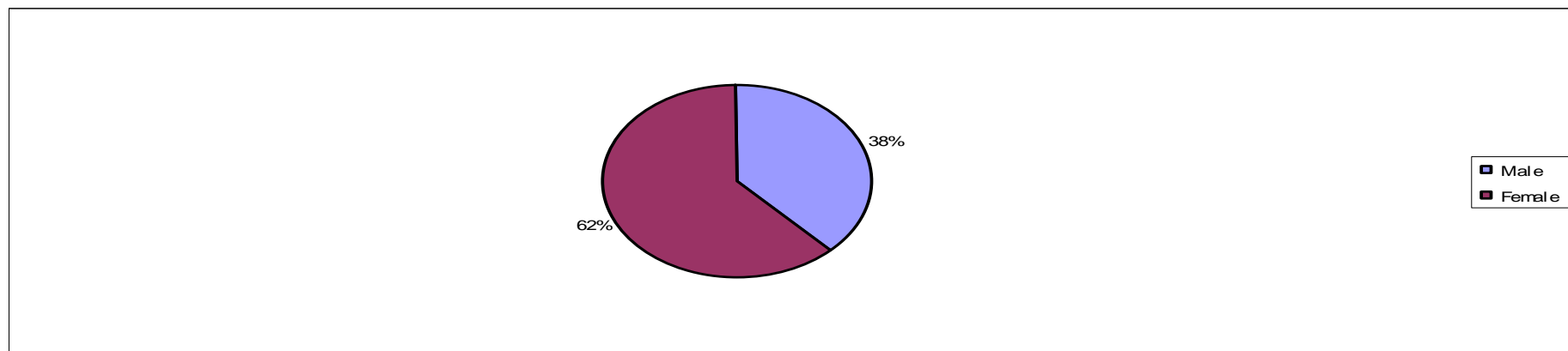
- Due to a large number (609, 78%) of records in the Unknown/No Response/Default category, it is difficult to draw any conclusions from the data on the disability status of new appointments to the Commission.
- As a consequence the Commission will focus more attention on encouraging new applicants to declare their disability status on the RM system in the future.

2.3 Gender

Table 2.3a: New Appointments by Gender

| Gender | New Entrants | | Workforce Population |
|--------------|--------------|--------|----------------------|
| | No. | % | % |
| Male | 295 | 37.82% | 30.23% |
| Female | 485 | 62.18% | 69.77% |
| Total | 780 | | |

Figure 2.3a: Pie Chart to show New Appointments by Gender



Key Points

- The Commission’s population as a whole was 70% female and 30% male as at 31st December 2009, as detailed in Table 1.3b. The above data indicates that in the last reporting period, males are less under-represented in the new appointments population than they are in the workforce as a whole. This indicates an improving trend in gender representation.

3 TRAINING

A new functionality has been implemented to facilitate diversity reporting in relation to Learning and Development activity designed and developed internally within the Commission. This includes reporting on Training events held and attendees by gender, disability and ethnic group. Going forward this will allow reports to be produced in the same format as other sections.

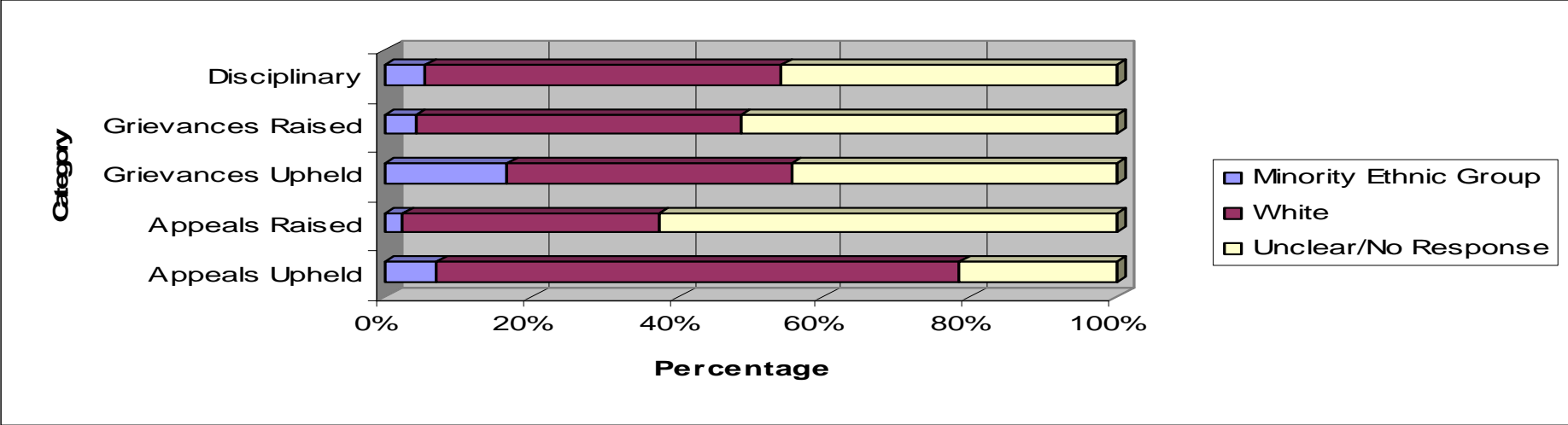
4 DISCIPLINARY, GRIEVANCE AND APPEALS

4.1 Ethnicity

Table 4.1a Ethnicity by Disciplinary, Grievance and Appeals

| | Disciplinary | | Grievances Raised | | Grievances Upheld | | Appeals Raised | | Appeals Upheld | | Workforce Population |
|------------------------------|--------------|--------|-------------------|--------|-------------------|--------|----------------|--------|----------------|--------|----------------------|
| | No. | % | No. | % | No. | % | No. | % | No. | % | % |
| Minority Ethnic Group | 10 | 5.59% | 5 | 4.27% | 3 | 16.67% | 1 | 2.50% | 1 | 7.14% | 2.66% |
| White | 87 | 48.60% | 52 | 44.44% | 7 | 38.89% | 14 | 35.00% | 10 | 71.43% | 41.12% |
| Unclear/No Response | 82 | 45.81% | 60 | 51.28% | 8 | 44.44% | 25 | 62.50% | 3 | 21.43% | 56.22% |
| Totals | 179 | | 117 | | 18 | | 40 | | 14 | | |

Figure 4.1a Bar Chart to show Disciplinary, Grievance and Appeals by Ethnicity



Key Points

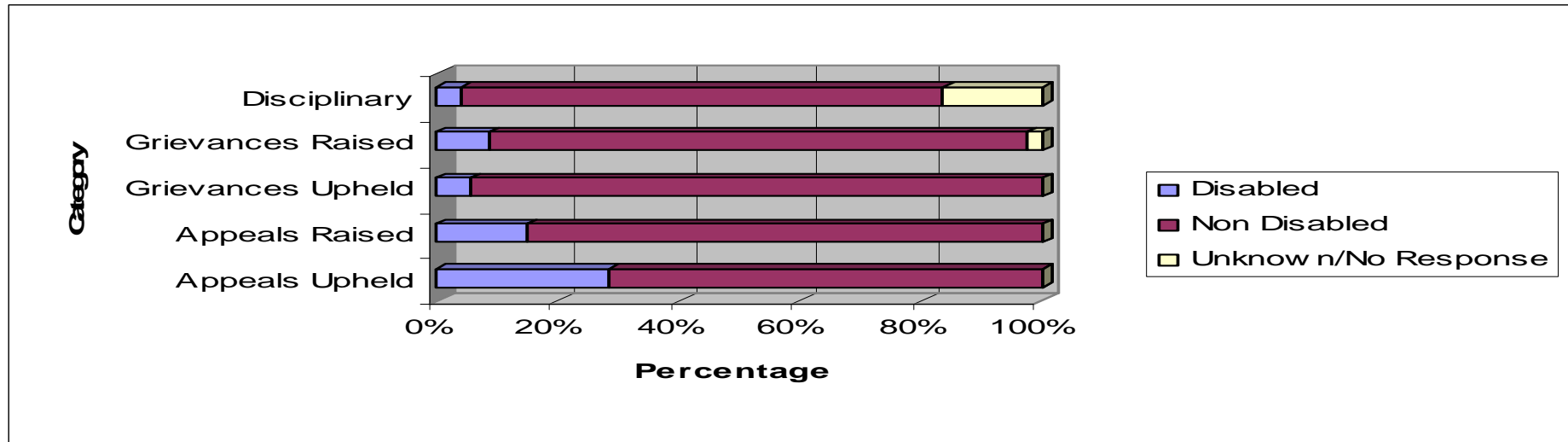
- There are a high number of records within the Unclear/No Response category for disciplinary, grievance and appeals, where employees have not disclosed their ethnicity. This makes it difficult to draw any conclusions from the data.

4.2 Disability

Table 4.2a Disciplinary, Grievance and Appeal Cases by Disability Declaration

| Disability Declaration | Disciplinary | | Grievances Raised | | Grievances Upheld | | Appeals Raised | | Appeals Upheld | | Workforce Population |
|------------------------|--------------|--------|-------------------|--------|-------------------|--------|----------------|--------|----------------|--------|----------------------|
| | No | % | No | % | No | % | No | % | No | % | % |
| Disabled | 7 | 3.91% | 10 | 8.55% | 1 | 5.56% | 6 | 15.00% | 4 | 28.57% | 3.65% |
| Non Disabled | 143 | 79.89% | 104 | 88.89% | 17 | 94.44% | 34 | 85.00% | 10 | 71.43% | 85.35% |
| Unknown/No Response | 29 | 16.20% | 3 | 2.56% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 11.00% |
| Totals | 179 | | 117 | | 18 | | 40 | | 14 | | |

Figure 4.2a Bar Chart to show Disciplinary, Grievance and Appeals by Disability Declaration



Key Points

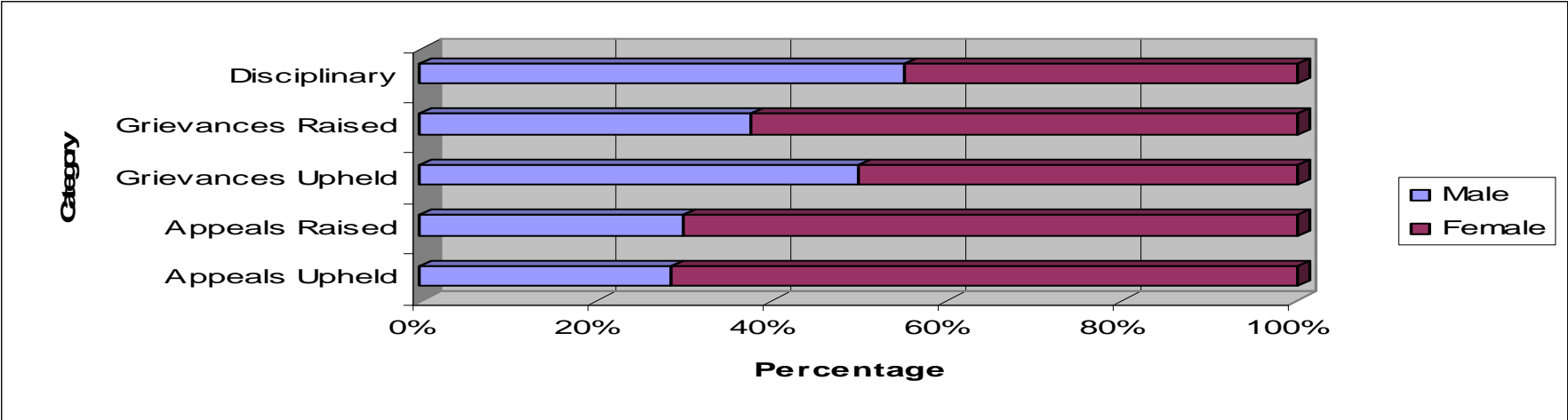
- It appears the 7 individuals (3.91%) who have declared a disability and been subject to disciplinary action is a fair representation of the Commission's disabled population (3.65%), although this is slightly higher (0.26%).
- There are a large number of records within the Unclear/No Response category for disciplinary, grievance and appeals, where employees have not disclosed their disability.
- Employees who have declared a disability are more prominent within the group of employees going through grievance appeals and appeals upheld than in the workforce population of the Commission as a whole.

4.3 Gender

Table 4.3a Disciplinary, Grievance and Appeal Cases by Gender

| Gender | Disciplinary | | Grievances Raised | | Grievances Upheld | | Appeals Raised | | Appeals Upheld | | Workforce Population |
|---------------|--------------|--------|-------------------|--------|-------------------|--------|----------------|--------|----------------|--------|----------------------|
| | No | % | No | % | No | % | No | % | No | % | % |
| Male | 99 | 55.31% | 44 | 37.61% | 9 | 50.00% | 12 | 30.00% | 4 | 28.57% | 30.23% |
| Female | 80 | 44.69% | 73 | 62.39% | 9 | 50.00% | 28 | 70.00% | 10 | 71.43% | 69.77% |
| Totals | 179 | | 117 | | 18 | | 40 | | 14 | | |

Table 4.3b Bar Chart to show Disciplinary, Grievance and Appeals by Gender



Key Points

- Although there are fewer males in the workforce as a whole, males were over-represented in disciplinary cases during this reporting period, relative to the percentage of the workforce population that is male
- Males were over represented in the grievances raised and grievances upheld categories.

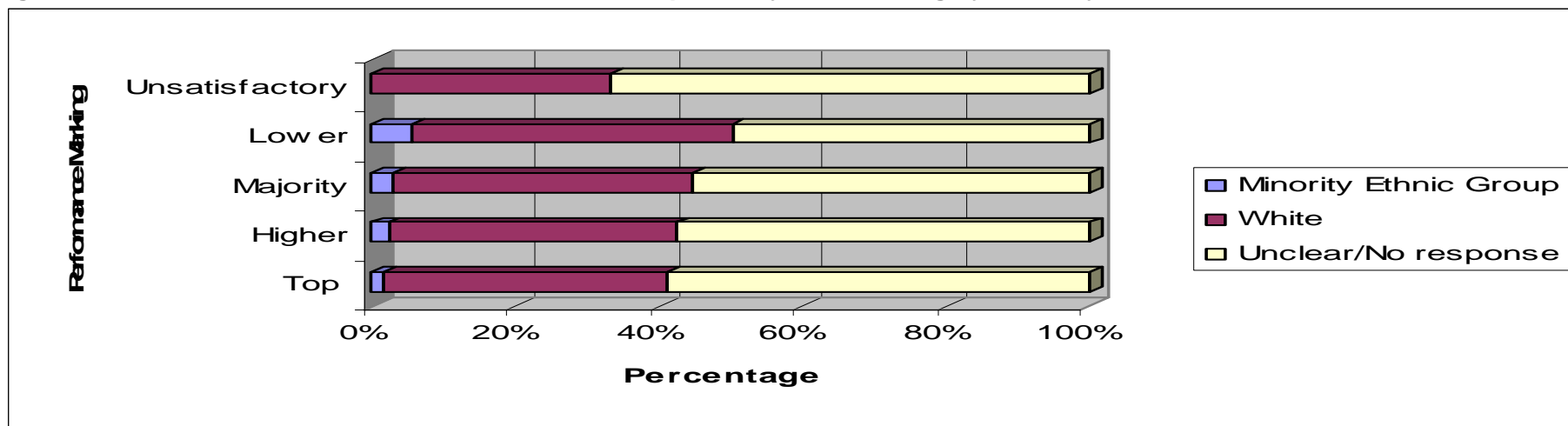
5 PERFORMANCE AND DEVELOPMENT SYSTEM

5.1 Ethnicity

Table 5.1a: Performance and Development System Marking by Ethnicity

| Ratings | | | | | | | | | | Workforce Population | |
|------------------------------|-------------|--------|-------------|--------|-------------|--------|------------|--------|----------------|----------------------|--------|
| Ethnicity | Top | | Higher | | Majority | | Lower | | Unsatisfactory | | % |
| | No | % | No | % | No | % | No | % | No | % | |
| Minority Ethnic Group | 26 | 1.55% | 74 | 2.34% | 121 | 2.94% | 17 | 5.65% | 0 | 0.00% | 2.66% |
| White | 664 | 39.57% | 1273 | 40.22% | 1726 | 41.93% | 134 | 44.52% | 4 | 33.33% | 41.12% |
| Unclear/No response | 988 | 58.88% | 1818 | 57.44% | 2269 | 55.13% | 150 | 49.83% | 8 | 66.67% | 56.22% |
| Total | 1678 | | 3165 | | 4116 | | 301 | | 12 | | |

Figure 5.1a: Bar Chart to show Performance and Development System Marking by Ethnicity



Ke

Key Points:

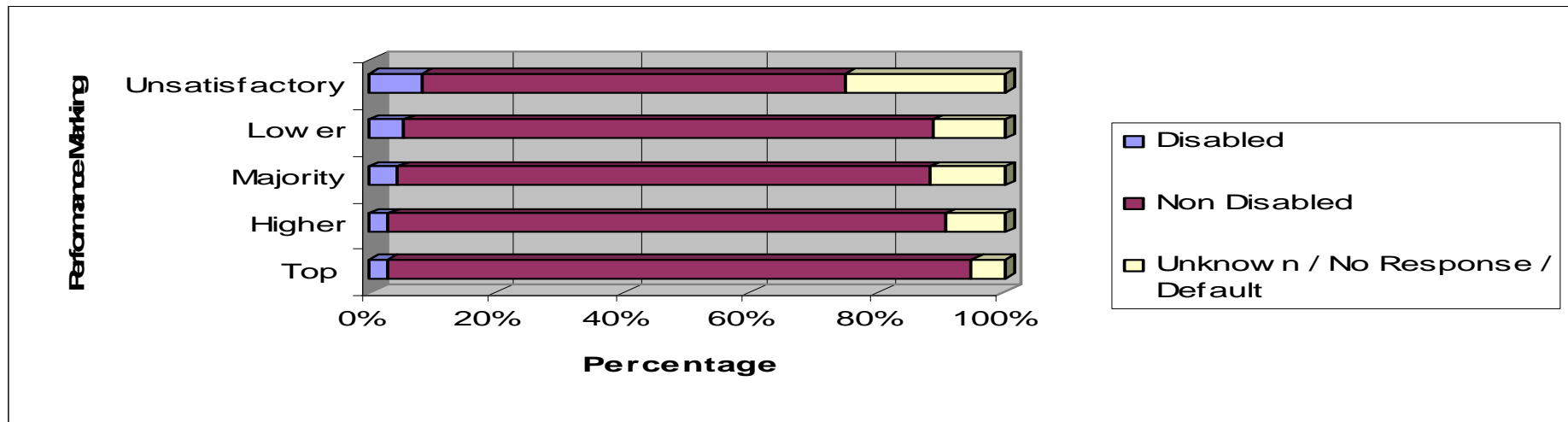
- Performance markings are taken from the full performance year 2009/10.
- Employees under Commission Executive terms and conditions are excluded from the data. This is due to two reasons, one being the data was not available for the full reporting period as the Performance and Development System was not set up until late 2009. Secondly the Commission Executive Performance and Development System utilises a different box marking system to the CSA and Corporate Services.
- Although SCS grades follow a slightly different Performance and Development System structure their marks are broadly comparable with the 5 categories and have been included in this analysis.
- For people assessed at a higher grade due to extended periods of temporary responsibility the mark used is the higher grade mark.
- Minority ethnic groups are over-represented in 'majority' and 'lower' marking categories, when compared to the wider Commission population.
- There are a high number of records within the Unclear/No Response category. This makes it difficult to draw many overall conclusions from the data on ethnicity in relation to the Performance and Development System.

5.2 Disability

Table 5.2a: Performance and Development System Marking by Disability

| Disability Declaration | Ratings | | | | | | | | | | Workforce Population |
|--|-------------|--------|-------------|--------|-------------|--------|------------|--------|----------------|--------|----------------------|
| | Top | | Higher | | Majority | | Lower | | Unsatisfactory | | |
| | No. | % | No. | % | No. | % | No. | % | No. | % | % |
| Disabled | 47 | 2.80% | 100 | 3.16% | 185 | 4.49% | 17 | 5.65% | 1 | 8.33% | 3.65% |
| Non Disabled Unknown / No Response / Default | 1546 | 92.13% | 2770 | 87.52% | 3447 | 83.75% | 250 | 83.06% | 8 | 66.67% | 85.35% |
| | 85 | 5.07% | 295 | 9.32% | 484 | 11.76% | 34 | 11.30% | 3 | 25.00% | 11.00% |
| Total | 1678 | | 3165 | | 4116 | | 301 | | 12 | | |

Figure 5.2b: Bar Chart to show Performance and Development System Marking by Disability



Key Points

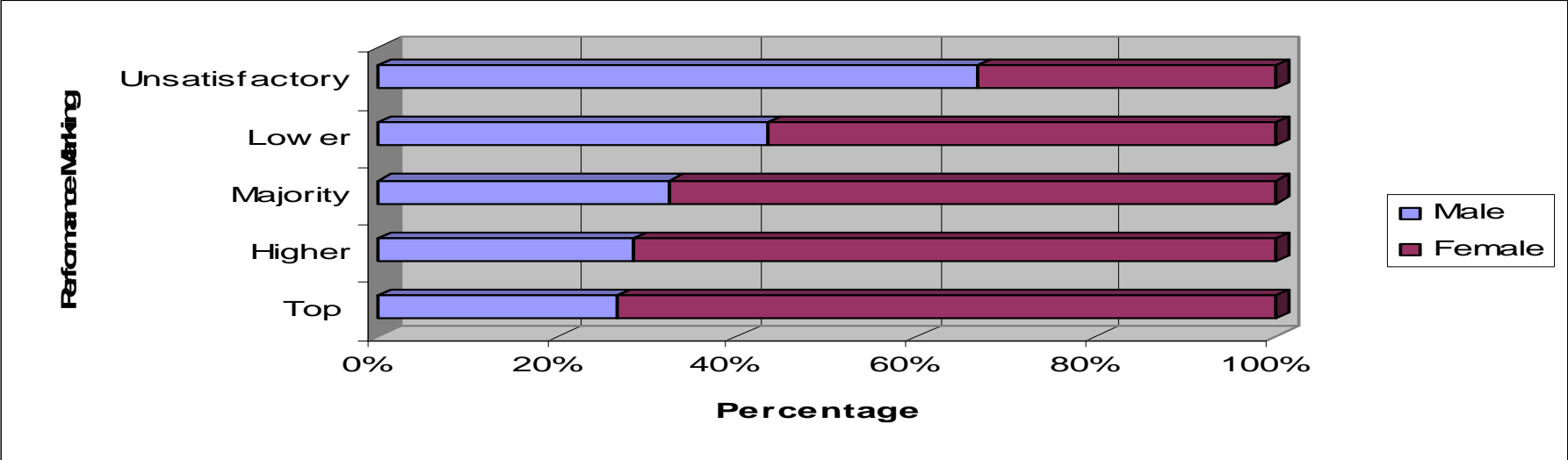
- Of the top performers across the CSA and Corporate Services, 26 (1.55%) employees are from a minority ethnic background, while 664 (39.57%) are from a white background. However 988 (58.8%) did not respond, which again limits the conclusions which can be drawn from this information.
- There are a high number of records within the Unclear/No Response category, as highlighted in Section 1.2. This makes it difficult to draw many conclusions from the data on disability in relation to the Performance and Development System.
- Disabled employees are over-represented in the 'lower' and 'unsatisfactory' markings compared to the wider Commission population.

5.3 Gender

Table 5.3a: Performance and Development System Marking by Gender

| Ratings | | | | | | | | Workforce Population | | | |
|--------------|-------------|--------|-------------|--------|-------------|--------|------------|----------------------|----------------|--------|--------|
| Gender | Top | | Higher | | Majority | | Lower | | Unsatisfactory | | |
| | No. | % | No. | % | No | % | No | % | No | % | |
| Male | 446 | 26.58% | 897 | 28.34% | 1330 | 32.31% | 131 | 43.52% | 8 | 66.67% | 30.23% |
| Female | 1232 | 73.42% | 2268 | 71.66% | 2786 | 67.69% | 170 | 56.48% | 4 | 33.33% | 69.77% |
| Total | 1678 | | 3165 | | 4116 | | 301 | | 12 | | |

Figure 5.3a: Bar Chart to show Performance and Development System Marking by Gender



Key

Key points:

- Top, higher and majority figures appear similar to the wider population (i.e. display a 70:30% split).
- For the lower marking category men are over-represented relative to the Commission population.

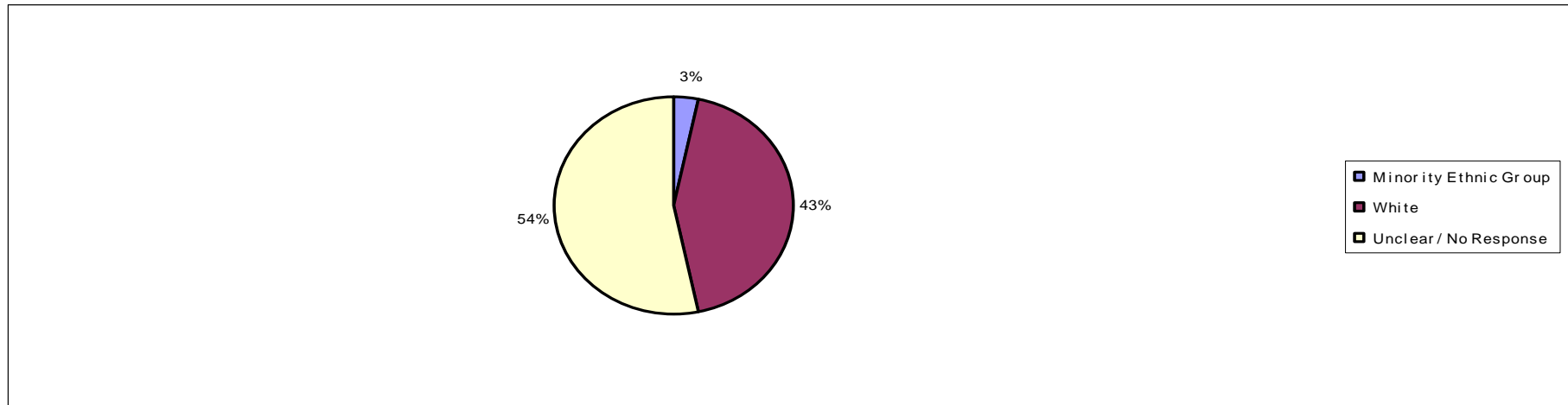
6 EXITS

6.1 Ethnicity

Table 6.1a: Number of Employee Exits by Ethnicity

| Ethnicity | No. | % | Workforce Population % |
|---------------------------------------|-------------|--------|------------------------|
| Minority Ethnic Group | 59 | 3.22% | 2.66% |
| White | 797 | 43.43% | 41.12% |
| Unclear/No Response | 979 | 53.35% | 56.22% |
| Total Number of Employee Exits | 1835 | | |

Figure 6.1a: Percentage of Employee Exits by Ethnicity



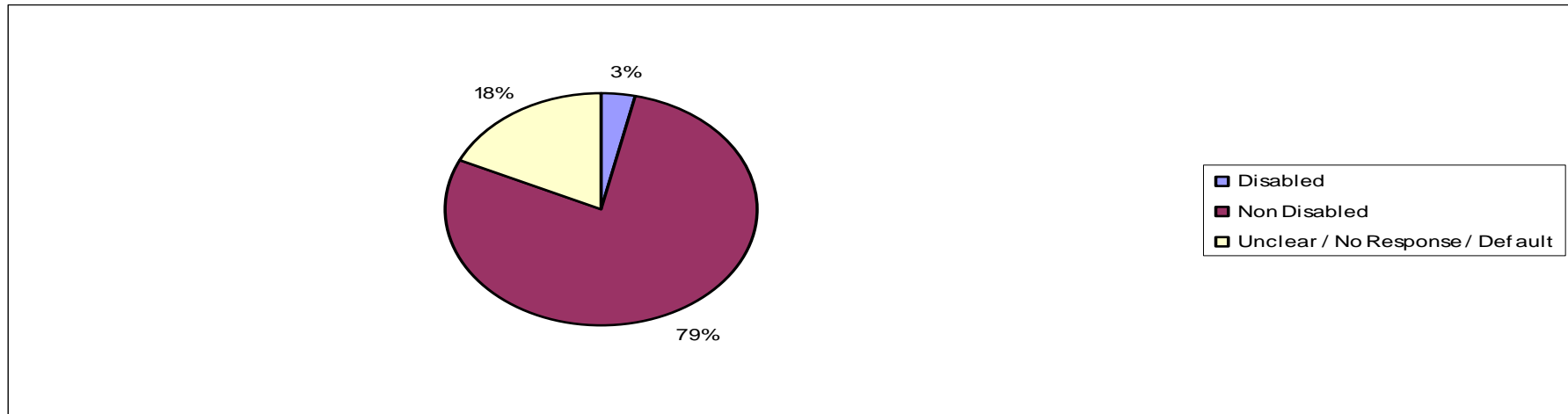
Key Points

- Data includes all types of exit: Transfers to OGD, Fixed Term Contracts, Dismissal, Resignation, Retirement, Voluntary Early Release, Discharged Probation and Deceased.
- Of the 1835 exits, a total of 979 (53.35%) did not declare their ethnicity, while 797 (43.43%) of exits were from a White background and 59 (3.22%) were from a Minority Ethnic background. Again, the high number of 'No Response' limits the conclusions which can be drawn from this data.

6.2 Disability**Table 6.2a: Number of Employee Exits by Disability Declaration**

| Disability Declaration | No | % | Workforce Population % |
|--|-----------|----------|-------------------------------|
| Disabled | 64 | 3.49% | 3.65% |
| Non Disabled | 1441 | 78.53% | 85.35% |
| Unclear / No Response / Default | 330 | 17.98% | 11.00% |
| Total | 1835 | | |

Figure 6.2b: Percentage of Employee Exits by Disability Declaration



Key Points

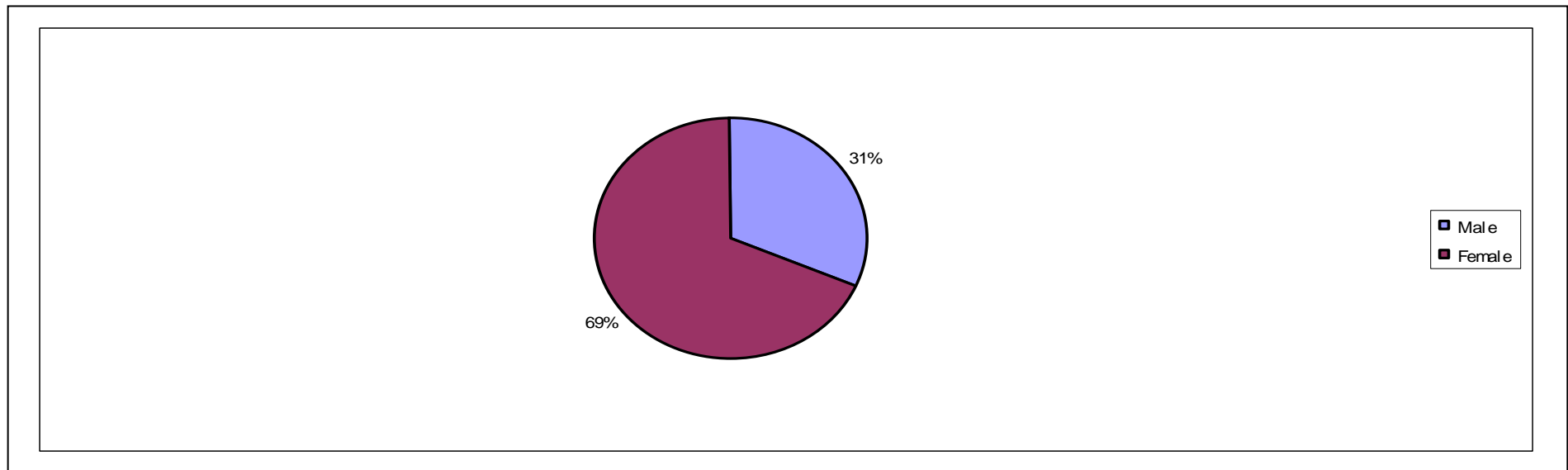
- There are a high number of records in the Unclear/No Response/Default category, where records do not exist on disability. This makes it difficult to draw any meaningful conclusions from the data.

6.3 Gender

Table 6.3a: Number of Employee Exits by Gender

| Gender | No | % | Workforce Population % |
|--------------|-------------|--------|------------------------|
| Male | 576 | 31.39% | 30.23% |
| Female | 1259 | 68.61% | 69.77% |
| Total | 1835 | | |

Figure 6.3a: Percentage of Employee Exits by Gender



Key Points

- Of 1835 exits during the reporting period, 1259 (68.61%) of leavers were female. This is broadly representative compared to the workforce population (69.77% of the population are female).

Child Maintenance and Enforcement Commission Action Plan

| No. | Objective | Action | Duty (Race, Disability, Gender) | Responsible Person & Timescales | Intended Outcome/Measure of success |
|-----|--|--|---------------------------------|---|---|
| 1. | To ensure that clients, stakeholders and our people are consulted and involved in the development and implementation of the Commission's Equality Scheme, and in telling us about potential improvements in the service we provide | Review what we have in place for consulting and involving: <ul style="list-style-type: none"> • Clients and stakeholders • Our people In particular whether we are targeting issues for all groups, ethnic minorities, the disabled, and different genders | Race, Disability, Gender | Ongoing <ul style="list-style-type: none"> • Our clients - Stakeholder Relationships Manager, (Commission Executive) • Our people – Head of Strategy, Policy and Reward, (Commission Executive) | Ethnic minority and disabled clients and our people, men and women and stakeholders are consulted and involved and their views are taken into account in development and implementation of the scheme |
| | | Our Outreach programme to continue to engage with client representative groups, with particular emphasis on ethnic minority and disabled groups | Race, Disability, Gender | Ongoing - Stakeholder Relationships Manager, (Commission Executive) | |

| No. | Objective | Action | Duty (Race, Disability, Gender) | Responsible Person & Timescales | Intended Outcome/Measure of success |
|-----|---|---|---------------------------------|--|--|
| 2. | To ensure that the Commission can monitor diversity in its policies and functions | Incorporating a means of capturing client diversity data in the future statutory scheme, ensuring that relevant legislation and service standards are adhered to in respect of data collection and use. | Race, Disability, Gender | 2010 – 2111 Product and Service Design Manager, (Commission Executive) | That sufficient data is available to measure indicators of equality to report on progress and identify areas for improvement. We are legally compliant with the data we collect |
| 3. | To ensure that our policies and functions have no adverse impact on diversity | Develop and publish Equality Impact Assessment guidance on the Commissions intranet site | Race, Disability, Gender | March 2010 HR Policy Team, (Commission Executive) | <ul style="list-style-type: none"> • All our people have access to appropriate tool for the completion of impact assessments • Equality Impact Assessments are completed to a standard which is legally compliant. • All functions, policies and services are non-discriminatory and promote equality of opportunity • Greater public confidence in our services |
| | | Equality Impact Assessments to be completed for all policies and functions of the future statutory | Race, Disability, Gender | Ongoing – Policy Manager and HR Policy Team, (Commission Executive) | |

| No. | Objective | Action | Duty (Race, Disability, Gender) | Responsible Person & Timescales | Intended Outcome/Measure of success |
|-----|---|---|---------------------------------|---|--|
| | | scheme | | | |
| | | Make all completed Equality Impact Assessments available, and publish a summary report of those which have been completed. | Race, Disability, Gender | Ongoing HR Policy Team, (Commission Executive) | |
| 4. | To continue to make our services accessible and to communicate effectively with all our clients, and improve the opportunities for feedback on a continuous basis | Review the way we engage with our clients and increase our understanding of what they want to identify improvements to our notifications, letters and leaflets | Race, Disability, Gender | CSA Engage Lead | Improved relationships with clients, the effectiveness of our partnerships and the service we deliver to clients |
| | | Ethnic Liaison Officers to continue engaging with Ethnic Minorities groups and communities and to provide a liaison point for any translation or interpretation requests from clients or groups | Race | Ongoing - Stakeholder Relationships Manager, (Commission Executive) | Improve the experience for our clients and their representatives. Ensure that clients, whose first language is not English are not disadvantaged |

| No. | Objective | Action | Duty (Race, Disability, Gender) | Responsible Person & Timescales | Intended Outcome/Measure of success |
|-----|--|---|---------------------------------|---|---|
| | | Provide communications which support the needs of different ethnic minority clients, and to action additional future requirements for a changing population | Race | Ongoing - Stakeholder Relationships Manager, (Commission Executive) | |
| 5. | To ensure that our people have access to a wide range of information and support to help them deliver diversity and equality to clients, internal customers and colleagues in their jobs | Continue to develop the Commission's Diversity and Equality intranet site | Race, Disability, Gender | March 2010 HR Policy Team and Internal Communications (Commission Executive) | All our people are aware of their own, and the Commission's, legal responsibilities on diversity and equality matters |
| 6. | To use the information we collate on our people to make improvements towards equality for : | Induction for new entrants to include information about the purpose of collecting | Race, Disability, Gender | April 2010 HRBP teams across the organisation | More accurate data available to ensure improved reports to identify areas for improvement to ensure equality of |

| No. | Objective | Action | Duty (Race, Disability, Gender) | Responsible Person & Timescales | Intended Outcome/Measure of success |
|-----|---|---|---------------------------------|---|---|
| | <ul style="list-style-type: none"> Ethnic minorities Disabled people Men and women | diversity data and the strict security of, usage of and access to it, to encourage them to make declaration on self service RM | | | opportunity across the Commission |
| 7. | To ensure that all our people are treated fairly and in line with existing and developing HR Policies | Continually review our HR processes and practices to comply with best practice, particularly our recruitment and selection processes. | Race, Disability, Gender | Ongoing - HR Policy Team, (Commission Executive) and HR BP teams (Commission) | That all policies and functions are compliant with legislation and that we are an inclusive employer of choice |
| 8. | To offer a better service in putting reasonable adjustments in place for our disabled people | Analyse the results of the pilot of the Access to Work Scheme in the Commission Executive and consider roll out to all parts of the Commission under the future statutory scheme. | Disability | March 2010 HR Forum | Our people contribute to their maximum potential and real and perceived barriers are removed |
| 9. | To conduct an equal pay review | <ul style="list-style-type: none"> Compare pay of women and men doing equal work Identify any gender pay gaps, including the differences | Gender | By July 2011 Pay and Reward Manager, (Commission Executive) | Any areas of discrimination within the Commission's pay policies and systems will be established and action is taken to eliminate this. |

| No. | Objective | Action | Duty (Race, Disability, Gender) | Responsible Person & Timescales | Intended Outcome/Measure of success |
|-----|--|--|---------------------------------|---|--|
| | | <p>between part-time and full-time workers' pay</p> <ul style="list-style-type: none"> • Take action to eliminate those gaps identified because of gender | | | |
| 10. | To ensure that companies who provide services on our behalf comply with equality legislation | Develop a system for ongoing monitoring and auditing of our suppliers equality performance | Race, Disability, Gender | March 2010, Head of Commissioning, (Commission Executive) | External service providers for the Commission are aware of and able to meet their responsibilities under equality legislation, and that they provide relevant monitoring information to us |