

Affordable Homes Programme 2021-26 – Equality Diversity and Inclusion requirements.

This paper sets Camden Council’s response to the Greater London Authority’s (GLA) Affordable Homes Programme 2021-26 requirement to advance equality, diversity and inclusion (EDI) as a condition of receipt of funding from the GLA. The programme requires the Council to meet a set of minimum standards as well as proposing an action plan that shows how EDI will be advanced by the Council.

Minimum Standards to be met

	Minimum standard	Evidence required to meet minimum standard	LBC Comment / Evidence
1	All investment partners must offer equality, diversity and inclusion (EDI) training for all employees.	Partners to confirm that EDI training is offered for all employees, the types of training offered and content covered, as well as how many employees take up the training on a yearly basis.	<p>Camden Council has mandated anti racism training for all staff. The objectives of the learning offer are to enable employees to understand forms of racism, its prevalence societally and institutionally and the impact this has for individuals. The anti-racism learning offer has provided employees and managers with a space for challenging, difficult conversations on race, resulting in positive behaviour change.</p> <p>The training offer included an Education Session followed by a Reflection Session a few months later.</p> <p>Over the last year 82% of Camden staff have attended the Education and Reflection sessions.</p> <p>In addition, the Council is mandating that all people managers undertake Disability Inclusion training – this training is due to take place in Nov/Dec 2022.</p>
2	All investment partners must implement a zero-tolerance approach to all forms of discrimination, harassment and bullying.	Partners to provide evidence of an organisational policy which evidences a zero-tolerance approach, which should set out objectives and how these are going to be met.	<p>As an organisation, Camden Council is committed to ensuring that everyone is treated with dignity and respect. The Council’s <i>Commitment to Conscious Inclusion</i> and internal HR policies set out the approach on how to do this so everyone in Camden feels included and is able to be who they are, feel valued, safe and respected by each other every day.</p> <p>These policies underline the values of the organisation – which are summarised below.</p> <p>What matters to us?</p> <ul style="list-style-type: none"> • Everyone is able to be their best self at work: being who they are, being listened to, valued and respected. • People who work here reflect the diversity of Camden, and understand the place and our communities.

			<ul style="list-style-type: none"> • Knowing that everyone of us has biases: but we work to understand, challenge and evolve from them. • Valuing and celebrating difference and how that adds to our culture. • Using our differences to help us make better decisions, rather than pretending we're all the same. • That we are all responsible for calling out anything that is not right, doesn't support these values and needs to be stopped. • That everyone comes to work with the determination to resolve and learn from the things that are not right. • Not tolerating any form of discrimination, victimisation, harassment or bullying. <p>Camden's <i>Dignity at Work Policy</i> outlines the Council's zero-tolerance approach to any form of bullying and harassment which applies to all members of staff, managers, clients and visitors of the organisation regardless of age, disability, sex, gender reassignment, gender identity and expression, pregnancy, race (which includes colour, nationality and ethnic or national origins), sexual orientation, religion or belief, or marital status.</p> <p>The above policies are set in place to ensure that:</p> <ul style="list-style-type: none"> • Everyone is able to be their best self at work: being who they are, being listened to, valued and respected. • People who work in the Council reflect the diversity of Camden, and understand the place and the Council's communities. • Knowing that everyone of us has biases: but we work to understand, challenge and evolve from them. • Valuing and celebrating difference and how that adds to our culture. • Using our differences to help us make better decisions, rather than pretending we're all the same. • That we are all responsible for calling out anything that is not right, doesn't support these values and needs to be stopped. • That everyone comes to work with the determination to resolve and learn from the things that are not right. • Not tolerating any form of discrimination, victimisation, harassment or bullying. <p>The Council reviews policies periodically and ensure that these reflect the overall Council objectives captured within We Make Camden.</p>
--	--	--	--

3	All investment partners must broaden recruitment channels and encourage applications from diverse and under-represented groups.	Partners to confirm the current recruitment channels that they use and describe how they will expand on this to encourage applications from diverse and under-represented groups. Partners are encouraged to monitor the effectiveness of these efforts and review them in light of their workforce data over time.	<p>The Council's Supporting Communities Race Action plan, which applies to the Community Investment Programme within the Council, includes actions to broaden recruitment, including:</p> <ul style="list-style-type: none"> • Job opportunities are now publicised in broader reach publications and platforms. The Council now advertises in a variety of platforms, including Proud Employers, Stonewalls Job board and VERCIDA, the UK's leading diversity and inclusion site for employers. • An end-to-end review of the Council's recruitment process has been undertaken – making changes to ensure that the processes are fair, unbiased and reflected in the candidates and final appointment decisions. • The Council's recruitment system anonymises all the roles, so when hiring managers are shortlisting, they do not have any personal information about the candidate. • The Council launched a new recruitment system in February 2022 and now uses Oracle Recruitment Cloud (ORC) for all permanent and fixed term recruitment across the council. ORC enables the Council to anonymise recruitment for all roles (where previously it was senior roles only) so recruitment is inclusive and free from unconscious bias. • The Council has launched a new careers site which showcases the Council's inclusive employer brand.
4	All investment partners must collect and monitor workforce data to benchmark the diversity of their workforce against the local area of their organisation.	<p>Evidence of data having been collected, and of it being monitored on an annual basis (as a minimum), with a summary of how this compares to the London benchmark. Partners are encouraged to provide information about how this data will inform their practices and their approach to advancing EDI in their own organisations.</p> <p>The Workforce Data Equality Guide and Workforce Data Equality – London Benchmarking Tool in particular (both found here and listed in the resources below) can support partners in delivering this.</p>	<p>Please see reports published in the Council's Open Data portal from previous years:</p> <p>Employment Profile 2017-18 Employment Profile 2018 – 2019 Employment Profile 2019 – 2020 Employment Profile 2020-2021</p> <p>Evidence gathered for the reports above forms an integral part of policy development within the Council, including policies designed to ensure there is zero-tolerance approach to all forms of discrimination, harassment and bullying and ensuring the Council's workforce is diverse.</p>
5	All investment partners must publish their	Links to where this is published.	Please see reports published in the Council's Open Data portal from previous years:

	gender and ethnicity pay gaps.		London Borough Of Camden Pay Gap Report - 2016-17 London Borough of Camden pay gap report 2017-18 London Borough of Camden pay gap report 2019-20 London Borough of Camden pay gap report 2020-21 The evidence gathered for the reports above is being used to develop policies that will lead to a reduction in the gender and ethnicity pay gap.
--	--------------------------------	--	--

Equality, Diversity and Inclusion Action Plan

Objective	Current position / baseline	Action / Task	When	Measure of success
<i>Theme 1: Organisational equality, diversity, and fairness</i>				
Provide training to all Community Investment Programme (CIP) hiring managers to ensure recruitment is undertaken inclusively.	No mandatory training on how to recruit inclusively.	Hiring managers to attend a training course that covers: <ul style="list-style-type: none"> • The importance of job interviews • Understanding biases, how they influence the process and how to reduce them • Skills and abilities needed for an effective interview • Practical things that need to be done before, during and after an interview • Giving feedback to candidates 	Before recruiting or as close to recruitment as possible.	All CIP hiring managers have undertaken the training.

<p>Camden Council's workforce is as diverse as the communities it serves.</p>	<p>Camden's workforce at higher grades is less diverse than at lower grades.</p>	<p>Set up an <i>Inclusive Recruitment Volunteer Programme</i> to support services and hiring managers who cannot otherwise ensure diversity in the shortlisting and interview stages. This will ensure that the Council can have diverse panels (gender and ethnicity) and particularly, in grades 5 and above where there is disproportionately less Black, Asian and Other Ethnic staff.</p>	<p>From early 2022</p>	<p>Camden's workforce at levels 5 and above are increasingly diverse.</p> <p>A measure of success could include reporting the staff at Level 5 and above by ethnicity and comparing this to the Borough and London averages. This will need to be considered in the context of other diversity factors such as gender, sexual orientation and other protected characteristics.</p>
<p><i>Theme 2: Sustainable and diverse supply chains</i></p>				
<p>Support a more diverse workforce in the built environment profession.</p>	<p>The Council encourages diversity through its procurement. Nevertheless, the built environment industry is not as diverse as the London population.</p>	<p>The Council will become part of the <i>Neighbourhood Scholarship Programme</i> which funds architectural qualifications of students from underrepresented backgrounds and will be part of the <i>Emerging Talent Programme</i> which will provide opportunities within the Council's Development and Regeneration divisions for work placements for local residents.</p>	<p>From 2022</p>	<p>Successful completion of programmes by Camden residents in both programmes.</p> <p>Reporting of number of participants and their background to support the wider objective of encouraging more diversity in the built environment profession.</p>
<p>Ensure there are opportunities for local residents to acquire construction skills as part CIP and other large construction projects in the Borough.</p>	<p>Procurement contracts require bidders to provide additional social value as part of their proposals. This can take many forms and sometimes includes the provision of apprenticeships for local residents.</p>	<p>Using the Council's CIP procurement to maximise the number of apprentices trained ensuring these come from diverse backgrounds.</p> <p>Where plausible, ensure that contracts require contractors to engage with schools to provide opportunities for local residents to acquire skills in the construction sector.</p>	<p>From late 2022.</p>	<p>Report an increasing number of training opportunities for local residents obtained from the Council's CIP procurement.</p> <p>Reporting on number of students being taught at the Council's construction skills centre by year.</p>

Theme 3: Working together with Londoners

<p>Commitment to monitoring Social Value impact across all CIP schemes using an internally set Social Value measures.</p>	<p>The Council's CIP procurement score bids on quality, price and added social value provided.</p>	<p>Set up a tracker to manage the different social value initiatives across the CIP programme consistently.</p>	<p>From late 2022</p>	<p>Summary of social value achieved throughout the CIP programme.</p>
<p>Develop innovative ways of engaging with residents – particularly with those groups who are less engaged and/or harder to reach.</p>	<p>Camden has a significant track record of engaging with communities as part of its CIP programme.</p>	<p>Implement measures that led to the successful ballot in West Kentish Town Estate to other CIP schemes. The ballot saw a voter turnout of 84.9% and a Yes vote in favour of redevelopment of 93%. Engagement activities that led to such successful outcome included:</p> <ul style="list-style-type: none"> • Appointing two Community Liaison Advisers • Carrying out formal design Exhibitions • Setting up a Resident Steering Group • Undertaking regular pop-up events, <i>fun days</i> for all ages and door knocking exercises • Sending regular newsletters 	<p>As CIP projects develop through the project lifecycle</p>	<p>Provide a project specific engagement reports outlining key activities undertaken and how it led to successful engagement.</p>