



FOREWORD



I am delighted to present the Department for Business, Innovation and Skills (BIS) first Single Equality Scheme (SES).

BIS' overall mission is to build a dynamic and competitive UK economy by creating the conditions for business success; promoting innovation, enterprise and science; and giving everyone the skills and opportunities to succeed. To achieve this we will foster world-class universities and post 16 learning opportunities and promote an open global economy.

We in BIS recognise that our mission is set within a diverse society. The work of our Department must reflect this and take into account the needs of, and impacts on, all the people, businesses and communities that we serve. It is our aim to excel in the field of equality and diversity.

The BIS SES should be seen as a framework by which we, along with other public authorities, will work to implement the new equality duties that were set out in the Equality Act 2010. We must pay due regard to these in our organisation and in the work that we do. This must take account of the existing equality duties (race, gender and disability), as well as the new strands (sexual orientation, religion or belief, age, gender reassignment, pregnancy and maternity and socio-economic disadvantage).

We will monitor progress of this SES through our Equality and Diversity Board, report progress against our Action Plan and identify where more can be done to achieve our ambitions and become an exemplar Department.

I thank everyone across the Department who has contributed to the creation of this SES and look forward to seeing the results of our efforts as we develop this work.

A handwritten signature in black ink, appearing to read 'Simon Fraser'. Below the signature is a horizontal line.

**Simon Fraser,
Permanent Secretary,
Business, Innovation & Skills**

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OUR VISION

1. Introduction

This is the Department for Business, Innovation and Skills (BIS) first Single Equality Scheme (SES). The new Department was formed in June 2009 following the merger of the former Department for Business, Enterprise and Regulatory Reform (BERR) and the Department for Innovation, Universities and Skills (DIUS).

This SES sets out our commitments for the next three years, to ensure our policies and services reflect the diverse needs and experiences of all the businesses, people and communities we serve. It is a framework that will help us fulfil our obligations to the public sector equality duties, as set out in the Equality Act¹. It will cover the existing equality duties (race, gender and disability), as well as the new strands (sexual orientation, religion or belief, age, gender reassignment, pregnancy and maternity and socio-economic disadvantage).

Our ambition is to ensure our policies and services secure equality of opportunity for all, unlocking the talents of people from all backgrounds, through our policies and practices. We will introduce measures to identify and address the barriers and opportunities relating to equality and diversity, where these are relevant to our policy remit, our service delivery and our Departmental functions.

Our aim is not only to comply with the law, but to demonstrate best practice in all that we do and ultimately excel in the field of equality and diversity across the full range of our responsibilities. We recognise that we have a lot to do to achieve this goal, but we believe that this Scheme, which is a true reflection of our progress to date and realistic ambitions for the future, is an important first step towards this goal.

2. How BIS contributes to equality in the UK

BIS' mission is:

Building a dynamic and competitive UK economy by:

- *Creating the conditions for business success*
- *Promoting innovation, enterprise and science*
- *Giving everyone the skills and opportunities to succeed.*

The creation of BIS in June 2009 brought together the strengths and expertise of the former DIUS and BERR, ensuring that all the levers of growth are in one place. As a new unified Department, we recognise that every citizen should be able to make a contribution to the business and economic agenda and have the knowledge, skills and tools to do their job and make the most of their potential and their lives. The Department's focus is to drive economic growth – to help ensure that our businesses and our people compete effectively around the world. It is therefore critical for us to have clarity on how BIS' policies can engage and have real impact across different groups in society – be it as employees or employers, as individuals, or as members of local communities.

We believe that a commitment to equality and diversity is critical to ensuring that we are able to deliver the Government's wider goals. We recognise that future economic and social wellbeing is dependent on an inclusive and equitable approach and therefore it is our goal to fully mainstream equality and diversity into our core business, to achieve a position where equality and diversity is a part of everything that we do.

¹ Details of the Equality Act can be seen on the Government Equalities Office website at: http://www.equalities.gov.uk/equality_bill.aspx

3. Who is this SES for?

This SES is for all our staff, delivery partners and stakeholders. If we are to make a difference, equality and diversity outcomes must be a feature of all that we do. It must matter to all of us, if we are to achieve our ambition of developing evidence-based policies that take our customers' different needs into account, and enable us to deliver high-quality programmes and services. We will only succeed if we lead by example, by investing in our future and creating an inclusive culture, by valuing people – and by giving a lead to our partners and stakeholders and other employers as we do so.

4. Our approach

To make our SES more user-friendly and accessible, we have produced a set of documents, rather than one long report. This will enable parts of the SES to develop and be added to as our business develops, change happens, new data and evidence comes to light and we learn from and adapt to progress that we make.

The three components of the Scheme are:

- **Our Vision**
This sets out the overall framework of BIS' work in the context of Equality and Diversity.
- **The Evidence Base**
This summarises the range of evidence that we have considered to inform decisions on our strategic priorities and activities outlined in our action plan.
- **The Action Plan**
This provides details of actions in each of the Department's business areas, to improve our performance on equality and diversity and ensure our internal and external policies, services and legislative activities pay due regard to the equality strands. This will be a living document which will be used to monitor, review and report progress.

5. Strategic priorities

Whilst our Action Plan sets out all of the actions that we are currently taking – or proposing to take – to deliver on this agenda, we believe it is important to identify key, overarching strategic priorities for BIS as a whole. The following sets out the strategic priorities that we believe will have most impact, both externally and internally, across the range of BIS policies and delivery areas:

Priority 1

Build the capacity, knowledge, understanding and commitment of all BIS staff, in order to lead BIS in becoming an exemplar organisation on equality and diversity.

Priority 2

Improve BIS' data, in order to understand more about the issues that people across our policy sectors face, so that we can better address disadvantage and inequality amongst our service users, review progress and measure success.

Priority 3

Increase the involvement of under-represented groups in all BIS' internal and external programmes, policies and services.

We believe having these strategic priorities will enable us to take a more co-ordinated and focused approach to addressing the barriers to equality and diversity.

Table 1 highlights the key outcomes we would expect to see in the short, medium and long term, if we are successful in achieving our goals.

6. About the Action Plan

In order to take forward the SES, we have developed a comprehensive Action Plan which sets out how we will deliver on this agenda. The Action Plan is primarily a document for internal use, to assist us in assessing and managing the progress we make towards improving our efforts on equality and diversity, but it will help external scrutiny. The Plan sets out the actions we propose, the timings for these, and which equality strand they refer to.

As well as monitoring progress against our Action Plan, we will also meet our legal requirements by monitoring progress with regard to:

- Information gathering and analysis
- Consultation and stakeholder involvement
- Equality Impact Assessments (EqIAs)
- Procurement (how we embed equality through our tendering and purchasing policies)

We will regularly review progress against these actions, and will publish an annual progress report as part of the BIS Annual Report and Accounts (which is published on the BIS website).

7. Accountability

Progress in this work will be overseen by the BIS Equality and Diversity Board, which is chaired by the BIS Board Diversity Champion. The E&D Board will monitor progress against the Action Plan and hold individual owners of the actions accountable for progress.

8. Scrutiny

The Department is a public authority and has a legal duty to promote equality of opportunity and to eliminate discrimination and harassment. BIS will be held to account for undertaking our public equality duties by the Equality and Human Rights Commission, who will assess our performance against this SES and any Equality Impact Assessments that we publish.

Table 1: Strategic priorities and key outcomes

Priority	6 months	12 months	3 years
Build the capacity, knowledge, understanding and commitment of all BIS staff to lead BIS in becoming an exemplar organisation on equality and diversity.	We will have started raising awareness, to ensure that all BIS staff know their individual and collective responsibilities to the equality duties.	A range of learning and development resources will be in place to support BIS staff in their individual and collective responsibilities and legal duties.	Equality and Diversity will be more systematically mainstreamed within BIS’ policies, so there is accountability and greater awareness of the issues and barriers; and a series of actions are in place to address these.
	We will have an agreed forward looking programme (including an awareness campaign) of Equality Impact Assessments for new and existing policies affecting both BIS staff and our customers.	This will include a series of events involving inspiring speakers who bring equality and diversity issues alive from their personal experience.	We will have a more compelling and comprehensive set of specific actions to address the equality issues that BIS as a Department face, as well as evidence of progress.
Improve BIS’ data, in order to understand more about the issues that people across our policy sectors face, so that we can better address disadvantage and inequality amongst our service users, review progress and measure success.	We will have identified the areas where there are gaps in our data and started to take actions to fill them.	We will have updated our evidence base enabling us to address the areas where there are gaps in data.	We will have a more compelling and comprehensive set of data to address barriers to equality that people across our policy sectors face.
	We will have begun to understand more fully the sector perspectives on equality and diversity. For example the sector groups looking at employment and disadvantaged groups will have begun to analyse data available to them.	We will start to see Equality Impact Assessments that fully explore the data gaps and any areas of inequality and set out plans for how to address them.	We will have developed and delivered information, advice and guidance which challenges barriers to equality and helps our stakeholders and customers tackle challenges they may face.
	<ul style="list-style-type: none"> • We will have information contained in our equality impact assessments about effects on employees, service users and those on which our policies impact on policy that is underway, completed or planned. • We will continue to raise awareness and share best practice in conducting Equality Impact Assessments. 		
Increase the involvement of under-represented groups in all BIS’ internal and external programmes, policies and services.	We will have identified stakeholders, through Policy areas, who we need to involve and will have started to take actions to engage with them.	We will start to see Equality Impact Assessments that fully involve stakeholders and relevant organisations’ contributions, which highlight areas of inequality and set out plans for how to address them.	A more comprehensive set of stakeholders will have been involved and their opinions will have been taken into account in developing the actions identified to address barriers to equality that people across our policy sectors face.

THE EVIDENCE BASE

1. Introduction

This document is the second component of the Single Equality Scheme (SES) for the Department for Business, Innovation and Skills (BIS). It summarises the range of evidence that we have used to decide our strategic priorities and to inform and construct our action plan.

We have divided the document into the following areas, to clearly show the different processes we are using to establish what equality and diversity evidence we currently hold across the BIS family and where we need to do more:

- **Gathering and analysing information**
This looks at the quality of our data sources and the plans we have to address any identified gaps.
- **Consultation and stakeholder involvement**
This shows how we have worked with people to raise awareness of the content of the SES, so that they can better understand and take into account the wide range of issues facing our diverse customer base.
- **Equality Impact Assessments (EqIAs)**
This shows how we demonstrate and record compliance with the equality duties through the use of EqIAs.
- **Procurement**
This focuses on how we ensure equality and diversity through our tendering and purchasing policies.

2. Gathering and analysing information

BIS as an employer

The creation of BIS in June 2009 saw the merger of the Department for Business, Enterprise and Regulatory Reform (BERR) and the Department for Innovation, Universities and Skills (DIUS). Both Departments had different mechanisms in place for gathering and analysing information about the diversity of their staff. Bringing the different approaches together – so that there is a robust and consistent evidence base – is a key priority for BIS. This will enable the Department to analyse and evaluate diversity data more effectively and begin to identify if there are disparities in areas such as recruitment, pay, training, promotion, grievance, disciplinary measures and harassment. Introduced in 2010, our new “HR On-line” system will improve our ability to capture diversity information about our staff and we will use this to inform decisions and actions.

The Department already has evidence of positive achievements and progress in integrating its HR arrangements. This includes the award of a ‘Gold’ standard in the Race for Opportunity 2009 Survey; a silver status in the Employers’ Forum on Disability’s Disability Standard; and a ‘Gold’ Standard in the 2010 Employer Forum on Age (EFA) survey.

We are planning a campaign to improve declaration rates and will produce new HR Online reports, to inform senior management and meet Cabinet Office and staff requests for data.

BIS as policymaker

There is evidence of positive developments and achievements in many of our policy areas. For example, The *Science: [So What?]* Campaign, has increased media stories that challenge stereotypes and promotes positive role models in science. We continue to part fund and promote initiatives to increase participation of women and black and minority ethnic groups in science, technology and engineering. This has led to positive progress in the representation of women at senior levels in Higher Education, and an increase in the numbers of staff from minority ethnic communities. Latest figures on Apprenticeships also show that roughly equal numbers of men and women are now participating.

However, one of our biggest challenges is developing a comprehensive and credible evidence base, which can be better used to inform our work and improve our ability to monitor progress in policy development, implementation and delivery. To support this task, an Analytical Review was carried out in early 2010, to gather information that will help establish the evidence and Key Performance Indicators needed for compliance with the Department's SES and the development of exemplary practice. BIS' economist and statisticians also looked at existing diversity priorities, to identify gaps.

We know from this work that BIS has numerous sources of data available through (for example) internal management information systems, the work of our partners and analysis undertaken by Non-departmental Public Bodies and Agencies². BIS also draws from statistical releases and studies from other Government departments, research institutions and public, private and voluntary sector organisations, such as the Office for National Statistics (ONS), Higher Education Statistics Agency (HESA) and Business Link.

The Department also uses surveys and supports other departments in their work, in order to gather information that will help our own policy development. The following are examples where we have identify barriers affecting particular groups of individuals:

- **Maternity and Paternity Surveys**

The Department for Work and Pensions (DWP), with BIS as co-funder, undertook a face-to-face survey of mothers to provide information about the provision, take-up, experiences and views of maternity rights and benefits in Britain. A follow up survey of fathers is planned, which will provide information on paternity rights and benefits. The main aim of these surveys is to identify the impact of the 2007 legislative changes and provide a baseline against which the impact can be measured for further assessment.

- **Fair Treatment at Work Survey**

The aim of this survey was to ascertain workers awareness of their rights, the support available, the problems experienced in the workplace and how these problems get resolved. It also examined other issues which relate to work-life balance, including differential provision and take-up between sub-groups of employees. The data was disaggregated by race, gender, disability as well as some of the newer equality strands.

Whilst continuing to capitalise on existing methods, we will consider the findings and recommendations of the Analytical Review and see what can be adopted to improve how we capture and use diversity information.

² For example, Skills Funding Agency, Lifelong Learning UK, Learning and Skills Improvement Service, Higher Education Funding Council for England, Research Councils, Office for Fair Access and through monitoring of the Grant for Business Investment.

BIS as a Sponsor/Delivery Partner

BIS is responsible for five Executive Agencies, each of whom has in place arrangements for monitoring diversity within its business:

Companies House (www.companieshouse.gov.uk)

Companies House has an Internal Diversity monitoring report which shows their commitment to remain an equal opportunities employer of choice, recognised by the Equality & Human Rights Commission. They report on their workforce profile and examine a collection of diversity data within the report. Statistical monitoring of diversity is an integral part of ensuring that their everyday working life is non-discriminatory and harassment free. They can provide evidence of how they achieve their aim of offering real equality of opportunity to all their employees. Their reports provide a snapshot of the extent to which they meet their diversity aims, which gives them a benchmarking system to assess how they perform each year. They also use internal staff survey results as a source of evidence in developing policies and procedures. The survey includes equality based questions, including bullying and harassment.

The Insolvency Service (www.insolvency.gov.uk)

The Insolvency Service routinely collects equality data on its staff and (to a lesser extent) its customers. This data is augmented by ad hoc survey work, statistical releases, and studies from other Government departments, research institutions and public, private and voluntary sector organisations (for example the Association of Business Recovery Professionals, Money Advice Trust (MAT) and ONS). The Service is currently undertaking a review of its existing data and research sources that provide, or have potential to provide information to meet SES evidence needs. This will enable them to identify, prioritise and address any evidence gaps. This piece of work will enable adjustments to be made to existing business processes and survey activities, as well as proposals for new data or research sources. The Service is also reviewing the quality of equality data it routinely collects, to identify action to improve the consistency and coverage of this information.

National Measurement Office (<http://www.nmo.bis.gov.uk/>)

The National Measurement Office (NMO) is committed to ensuring its policies and working practices support diversity and equality for both its staff and the people it serves. To ensure this, NMO produce Impact Assessments that cover the existing equality duties (race, gender and disability), as well as the new strands (sexual orientation, religion or belief, age, gender, pregnancy and maternity and socio-economic disadvantage) for new and existing policies and have ensured that our staff receive, and continue to receive, the appropriate training.

NMO has well established internal processes and procedures to cover recruitment, people management, personal development and skills.

UK Intellectual Property Office (www.ipo.gov.uk/)

IPO publish a 'living document' on their website which outlines their equality responsibilities. This document highlights their work on equal pay, developing and managing the interface with customers, embedding understanding of intellectual property in younger people and marketing activity aimed at encouraging use of the IP system by under-represented groups. IPO is currently consulting staff and the trade unions on how best to refresh their approach to equality, to ensure that they continue to operate a model of inclusion that is firmly rooted in the business.

[Skills Funding Agency \(www.skillsfundingagency.bis.gov.uk\)](http://www.skillsfundingagency.bis.gov.uk)

The Skills Funding Agency is committed to meeting the requirements of equality legislation and going beyond them where they can. The Agency – which was created on the 1st April 2010 – aims to embed equality across its business, whilst using opportunities to influence others through delivery of its work. It will set out how it will achieve this in its own Single Equality Scheme. The Agency's key objectives focus on the areas where they can make a real difference to learners and their employees, for example:

- Building equality into provider account management
- Taking equality into account in decision making
- Supporting provider self-improvement
- Developing a fair, inclusive and diverse working environment.

The Agency collects a wealth of performance data about the programmes and services it funds on behalf of BIS. This will be used to produce comprehensive diversity reports, which will be invaluable in assessing progress and informing its own policy decisions and the work of BIS.

Non Departmental Public Bodies (NDPBs)

BIS currently sponsors a number of NDPBs. Some of these are required by law to produce equality schemes in their own right, although all NDPBs are covered by the current equality legislation. BIS has a number of sponsor teams who are responsible for NDPBs and they work with these organisations to ensure that the equality duties are embedded within their local working practices.

3. Consultation and stakeholder involvement

In developing the SES we consulted our own employees and a wide range of external stakeholders, to raise awareness of the contents of the SES, and encourage everyone in BIS to consider what more is needed. We also engaged with Trade Unions and drew on previous consultations, to better understand and take account of the wide range of issues facing our diverse customer bases and the implications for all equality strands.

We received a strong steer that we should look for brevity and focus on setting and delivering fewer, more strategic actions, which must clearly link to our business and deliverable impact, rather than a long list of small scale ambitions. This is now reflected in the SES' three strategic priorities and the associated actions, which all underpin delivery of our Departmental strategic objectives.

Another key steer was that our SES must cover all duties (existing and new) and that we must be able to demonstrate progress and impact. Our SES Action Plan now sets out ambitions to do more to address issues and barriers for all groups. It also sets out how we will adopt a more explicitly evidence-based approach to planning and delivering measurable outcomes, and how we will ensure that the action on all equality strands is in line with the current legal requirements, as well as those in the Equality Act (2010).

We have already made progress, for example, key stakeholders were fully consulted and involved in progressing the Apprenticeships, Skills, Children and Learning Act 2009. We are now working with representatives of disability groups to find ways to further strengthen the position of young disabled people and considering new flexibilities around Apprenticeship entry requirements for disabled young people. However, we recognise that our awareness and understanding of the issues affecting the new legislative requirements – as they relate to BIS policies and programmes – is still quite limited. The SES Action Plan sets out how we will address this across the Department.

4. Equality Impact Assessments (EqIAs)

Our ambition is to excel in policy making processes, ensuring that good practice is maintained across all policy areas. We have well-established procedures for conducting and publishing economic impact assessments (IAs) alongside new strategic policy announcements. Guidance on IAs has been designed to help ensure that assessments of equality impact are included as part of the overall appraisal process. Policy leads must consider equality-related issues and where the policy raises equality considerations, they must produce an appropriate EqIA.

At present EqIAs cover race, gender and disability. However, going forward, we will be asking all policy leads to consider and take account of the new strands of sexual orientation, religion and belief, age, gender identity, pregnancy and maternity and socio-economic disadvantage.

To enable BIS staff to capably complete an EqIA the Department:

- Has produced a toolkit for equality duties on the BIS intranet, providing advice on how to carry out an EqIA as a staged approach.
- Holds equalities events aimed at raising staff awareness of the duties and their responsibilities, including recent workshops for SCS members.
- Offers regular EqIA training courses, which are targeted specifically at those who are responsible for, or involved in leading on EqIAs.
- Provides general advice on EqIAs to BIS staff.

BIS ensures that all EqIAs are mainstreamed in the same way as other better policy making procedures. However to improve on what is already in place, we are establishing an equality peer review group, to identify policies that raise potential significant equality and diversity issues. The review group will also provide quality assurance checks and assessment of EqIAs.

5. Procurement

BIS continues to work closely with the Office of Government Commerce (OGC) and other departments with procurement policy responsibilities, to implement best practice in the equality and diversity area.

We have disseminated OGC guidance (“Make Equality Count”) which offers advice on how to validly incorporate diversity in bid evaluation across the BIS procurement community.

The Department’s standard terms of contract explicitly requires suppliers not only to comply with all applicable discrimination legislation, but also with the provisions of our SES.

Race equality issues are already covered in the guidance contained within the BIS procurement manual available to all staff and this will be updated as required to cover the new duties.

6. Reporting, reviewing and monitoring progress

A new Equality and Diversity Governance Board has been formed, to lead on equality and diversity on behalf of the BIS Board. Chaired by the BIS Diversity Board Champion, membership is drawn from across the Department, including Group equality and diversity Champions and the Chair's of staff networks³.

The aim of the Board is to oversee progress and monitor outcomes from the Department's work in this field and lead BIS in becoming an exemplary Department. The SES Action Plan will provide a focus for the Board's responsibilities.

BIS has also established an external Equalities Advisory Group, to advise and challenge us on our approach to progressing equality and diversity, support our strategic priorities and help deliver the key outcomes we have identified.

³ Each BIS Group has nominated an SCS member to represent its business interests on the Equality & Diversity Board. There are a number of staff networks in place to support staff with common interests. These include the Advisory Group on Racial Equality; Lesbian Gay Bi-sexual and Transgender Network; Disability Advisory Group; Multi-Faith Advisory Group; Part-Time Community & Practice Group; Work Life Balance Panel; and the Legal Ginger Group. The BIS Advocates Group provides a forum for those with a general interest in equality and diversity.

ACTION PLAN

Introduction

This Action Plan forms the third component of the Single Equality Scheme for the Department for Business Innovations and Skills. The action plan is a living document which will be used to assess progress towards improving equality and diversity and meeting our key strategic priorities, which are:

Priority 1

Build the capacity, knowledge, understanding and commitment of all BIS staff, in order to lead BIS in becoming an exemplar organisation on equality and diversity.

Priority 2

Improve BIS' data, in order to understand more about the issues that people across our policy sectors face, so that we can better address disadvantage and inequality amongst our service users, review progress and measure success.

Priority 3

Increase the involvement of under-represented groups in all BIS' internal and external programmes, policies and services.

The following sections describe the contributions that business areas will take against each of these priorities, to help the Department excel in the field of equality and diversity and ensure our policies, services and legislative activities pay due regard to the equality strands.

PRIORITY 1

Build the capacity, knowledge, understanding and commitment of all BIS staff, in order to lead BIS in becoming an exemplar organisation on equality and diversity.

OBJECTIVE	ACTIVITIES	SUCCESS MEASURES	OWNER	Race	Disability	Sex	Gender reassignment	Sexual orientation	Religion / Belief	Age	Pregnancy / maternity	Social-Economic
PEOPLE												
Improve staff diversity declaration rates, through a sustained campaign.	<ul style="list-style-type: none"> By the end of September 2010 complete an internal publicity campaign to improve declaration rates. Work to improve staff perceptions of why they should declare. By 2010 produce an easy read factsheet on how to declare. From June 2010, produce quarterly reports on each Groups declaration rates. Work with Champions and Advocates on activities to improve rates. 	Achieve a completion rate of 80% by 2011.	HR Policy and Reward	✓	✓			✓	✓			
Analyse results of the 2009 People Survey and ensure action is taken to address issues arising from minority groups.	<ul style="list-style-type: none"> From May 2010 include actions from the People Survey in the Employment Engagement Strategy. Continue to raise awareness of through events. Publish a BIS Annual Diversity Report (from June 2010). In 2010/2011 re-launch diversity training. 	Publish the annual diversity report on time with the required data.	HR Policy and Reward	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ensure workforce management information (WMI) is adequately monitored and analysed to improve our evidence base.	<ul style="list-style-type: none"> Roll out quarterly published WMI pilot packs including information on equality and diversity. Work with Cabinet Office on modelling future targets for representation to determine Departmental contribution and targets. 	WMI is published and meets the needs of users.	HR Policy and Reward	✓	✓	✓	✓	✓	✓	✓	✓	✓

<p>Ensure diversity is embedded throughout the new People Strategy.</p>	<ul style="list-style-type: none"> • Ensure that Equality Impact Assessments (EqIAs) are completed as appropriate on new or revised HR Policies and processes. 	<p>EqIAs on HR and corporate policies and activities will be published in a timely manner and be fit-for-purpose.</p>	<p>HR Director</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓
<p>Improve evidence base of skills and capability.</p>	<ul style="list-style-type: none"> • Review the collation and monitoring of equality and diversity data on internal recruitment and training and development activities. • Participate in civil service wide initiatives, for example, the internship programme and the Fast Stream. 	<p>Review will be complete. BIS workforce profile monitoring information will have improved. We will have participated in the civil service wide initiatives.</p>	<p>HR Director</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓
<p>Encourage behaviour and culture change through ensuring that all staff, including delivery staff, comply with the equality legislation and routinely embed equality and diversity in the Department's policies, processes and practices.</p>	<ul style="list-style-type: none"> • Provide information and a programme of development to ensure that all employees are aware of their individual and collective responsibilities. • Provide regular guidance, training and updates on common areas that have important implications for equality and diversity such as equality impact assessments so that the impact on different sections of society is understood. • Ensure that all partners and sponsored organisations are informed of our equality and diversity commitments and what this means for their own practice. • Work collaboratively with partners towards an agreed common code of practice and develop arrangements for sharing best practice. 	<p>Staff have received training and/or guidance. Equality and diversity issues are evident in policy options presented to ministers and senior staff.</p>	<p>All Director Generals and Chief Executives</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓

PUBLIC APPOINTMENTS										
Monitor the balance of public appointment boards to determine whether they reflect the diversity of the communities they serve and the wider population to ensure that the full diversity of good evidence-based advice is captured.	<p>By the end of March 2011:</p> <ul style="list-style-type: none"> • Develop a forward vacancy plan. • Monitor application rates and the current composition of boards. • Develop smarter job specifications and more compelling job adverts. • Challenge recruitment consultants to attract more diverse applicants. • Use diversity media better. • Use smarter IT solutions to encourage on-line applications. • Better understand barriers faced by under-represented groups. • Carry out a stock take of current boards to identify good practice. 	An improvement in the diversity of BIS boards in line with Government targets for representation on public bodies of new appointments for the Office of the Commissioner for Public Appointments regulated appointments of 50% women, 14% people with a disability and 11% people from the ethnic minorities will be shown.	Finance Team	✓	✓	✓	✓	✓	✓	✓
PROCUREMENT										
Share Small and Medium sized Enterprise (SME) data with the Office of Government Commerce (OGC) as part of their cross-departmental data gathering exercise.	<ul style="list-style-type: none"> • Submit SME procurement expenditure management to OGC within required timescales. 	Robust data on BIS procurement expenditure held by BIS and OGC.	Procurement Team Procurement Team	✓	✓	✓	✓	✓	✓	✓
Ensure procurement documentation and processes support the Department in wider equality and diversity information gathering.	<ul style="list-style-type: none"> • Consider with the Mentor team the optimal pre-qualification questionnaire (PQQ) standard documentation and ensure it captures required information and feeds into the department's electronic finance system. 	A standard methodology for capturing and recording defined equality and diversity management information (MI).	Procurement Team	✓	✓	✓	✓	✓	✓	✓

<p>Put in place E-procurement which routinely capture equality and diversity MI in the tender process and has the capacity to provide associated statistical reports.</p>	<ul style="list-style-type: none"> E-procurement sub-group already formed to explore potential systems. Align with the requirement for e-procurement systems to be in place supporting the Glover e-tendering portal for 2010/11. 	<p>When implemented we will have a standard methodology for capturing and recording defined equality and diversity MI.</p>	<p>Procurement Team</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓
<p>Ensure that all staff feel confident in how equality and diversity relates to procurement and how to embed and promote it through procurement.</p>	<ul style="list-style-type: none"> Provide bespoke training on equality and diversity to all procurement team members. Include equality and diversity in procurement training. Include guidance on equality and diversity in procurement for the staff induction pack. Ensure that all staff consider the time-frames and advertising of tenders to encourage the widest response. Ensure that all staff consider breaking larger contracts into lots to enable Small and Medium Enterprises to bid for the work. Ensure that the procurement intranet and internet pages include specific information on equality and diversity. 	<p>Training is rated as successful using standard customer feedback forms. Induction documentation will include guidance on equality and diversity in procurement. Published guidance from the Procurement team reflects best government practice.</p>	<p>Procurement Team</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓
<p>Promote equality through integrating equality and diversity into the tender evaluation criteria.</p>	<ul style="list-style-type: none"> Consider equality and diversity issues in line with the OGC guidance on "when and how to cater for Policy through Procurement (PtP) Agendas - PtP Assessment Tool". 	<p>Equality and diversity considerations can be shown to have been considered in applicable projects in line with the OGC guidance.</p>	<p>Procurement Team</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓

LEGAL SERVICES										
Monitor more closely the accessibility of our legal services.	<ul style="list-style-type: none"> By 2010 incorporate questions in the client survey about accessibility of legal advice. By summer 2010 update the "Working with Lawyers" guidance to provide opportunities for users to identify particular needs. Where necessary, lawyers to reflect in legal advice the equality and diversity impacts of policy proposals and how the policy development process can take into account these considerations. 	Legal services support needs of diverse groups.	Senior Management Team within Legal Services	✓	✓	✓	✓	✓	✓	✓
COMMUNICATIONS										
Review accessibility and inclusivity of our website.	<p>Publish by 2011 the results of:</p> <ul style="list-style-type: none"> A regular dip check of portable document format (PDF) and imagery accessibility. Ensure that video material produced and published online is accompanied by a transcript or subtitles. Commission an annual check of the accessibility of the corporate website, against its published accessibility statement target. Review the accessibility implications of using third party online tools and social media. Conduct ad-hoc accessibility audits of the intranet and regularly liaise with the Disability Advisory Group. 	An accessible and inclusive intranet and internet.	Digital team		✓					
Review the inclusivity of images and language used and challenge stereotypes wherever practical.	<p>Develop and publish by 2011:</p> <ul style="list-style-type: none"> An inclusive language guide as part of our in-house style. An inclusive imagery guide for staff on how to use images to challenge stereotypes and promote equality. Conduct a regular review of images to see how they are being used and how they may promote or challenge stereotypes. 	Use of inclusive images and language wherever practical across the Department.	Strategic Marketing	✓	✓	✓	✓	✓	✓	✓

<p>Ensure that stakeholders are able to easily request alternative formats of our publications.</p>	<p>Publish by 2011:</p> <ul style="list-style-type: none"> • An update to the current brand guidelines to promote the option of requesting an alternative format. • An agreed standard wording to be included on the front and back of every hard and electronic publication explains how to request an alternative format. • A database of requests for alternative formats. 	<p>Data available on rates of request for alternative formats.</p>	<p>Strategic Marketing</p>	✓	✓					✓		
<p>Ensure all internal and external events are accessible and that all reasonable adjustments have been made.</p>	<ul style="list-style-type: none"> • Include the standard access statement for events in all meeting invites to external visitors. • Ask delegates at all internal and external events to evaluate accessibility. • Review information after every event to ensure that we are meeting delegate needs. 	<p>Accessible internal and external events.</p>	<p>Stakeholder Engagement Strategy</p>		✓							
<p>Ensure that equality and diversity issues raised by the public through the customer enquiry line are addressed.</p>	<ul style="list-style-type: none"> • Ensure enquiry line staff are confident in identifying equality and diversity issues within the queries they receive. • Develop guidance on how to define equality and diversity related queries and complaints for inclusion in the staff induction pack. • Evaluate enquirers information in order to monitor for any equality trends that may exist. 	<p>Appropriate equality and diversity guidance in the staff induction pack. Equality trends amongst enquirers.</p>	<p>Enquiry Unit</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓

PRIORITY 2

Improve BIS' data, in order to understand more about the issues that people across our policy sectors face, so that we can better address disadvantage and inequality amongst our service users, review progress and measure success.

OBJECTIVE	ACTIVITIES	SUCCESS MEASURES	OWNER	Race	Disability	Sex	Gender reassignment	Sexual orientation	Religion / Belief	Age	Pregnancy / maternity	Social-Economic
BUSINESS												
Enhance our evidence base so that policy development can be better informed on equality matters.	<ul style="list-style-type: none"> By July 2011 Business Group (BG) will pilot better collection of equality data through influencing the Aerospace, Defence, Security annual survey. Use this pilot to enable BG to better understand the benefits of further evidence collection and to inform further survey design. 	Delivery of the survey. Assessment of costs and benefits. Decision on whether to expand the pilot.	Advanced Manufacturing Industries	✓	✓	✓	✓	✓	✓	✓	✓	✓
Better understand business beneficiaries in receipt of our programmes.	<ul style="list-style-type: none"> By March 2011 design and pilot an enhanced monitoring and evaluation system for the Grant of Business Investment (GBI) Product. By March 2012 collect the first range of data on the types of beneficiaries to identify who benefits and what the effects are on scheme performance. Identify the overall costs and benefits of further pilot roll outs. 	Delivery of the survey. Assessment of costs and benefits. Decision on whether to expand the pilot.	Economic Development	✓	✓	✓	✓	✓	✓	✓	✓	✓

ECONOMIC POLICY ANALYSIS											
Improve the quality of equality and diversity data in priority policy areas.	<ul style="list-style-type: none"> Economic Policy Analysis will represent the Department in cross-Whitehall discussions to develop a framework for providing advice on research, analysis and data collection methods which address equality and diversity issues. In Summer 2010 coordinate the creation of an "equality and diversity data and evidence group" to help identify specific actions on equality and diversity. Encourage the collection of high quality data across the Department. 	Priority data gaps identified and solutions implemented in a proportionate way.	Economic Policy Analysis	✓	✓	✓	✓	✓	✓	✓	✓
Improve the assessment of our policies and our ability to demonstrate compliance to the Equality Act 2010.	<ul style="list-style-type: none"> By March 2011 work with relevant partners to develop a suitable mechanism for monitoring compliance. 	Our policies will be more robust to scrutiny and challenge.	Economic Policy Analysis	✓	✓	✓	✓	✓	✓	✓	✓
FAIR MARKETS											
Undertake critical analysis of equality issues within employment tribunal statistics to understand whether the desired outcomes have been achieved.	<ul style="list-style-type: none"> By March 2011 identify and analyse equality issues in employment tribunal processes. 	Production of analysis of equality issues in tribunals.	Employment Relations	✓	✓	✓			✓	✓	✓
Ensure data collection and research is inclusive of people from different equality groups.	<ul style="list-style-type: none"> Take a consistent and inclusive approach in future commissioning of Employment Market Analysis and Research (EMAR) surveys of employees/ individuals. Identify and promote ways of making data collection methods accessible to different groups. Ensure that this data, where feasible, is used to provide a better understanding of the employee/ Individual profiles. 	EMAR surveys take a more inclusive and consistent approach to collecting equalities data and to using this data in analysis.	Employment Relations	✓	✓	✓		✓	✓	✓	✓

Increase the Fair Markets' understanding of multiple identities and inequalities, and their implications for programmes and policy making.	<ul style="list-style-type: none"> Ensure that more complex (multi-variate) analysis takes account of multiple equality strands as well as other factors which affect outcomes. 	More complex analysis will take account of multiple equality strands.	Employment Relations	✓	✓	✓		✓	✓	✓		✓
Develop the range and number of external data sources with equality information that is useful to Fair Markets.	<ul style="list-style-type: none"> Work with other organisations to improve our access and use of their data and encourage better capture of equality information. 	Improved access to equality information data of other organisations.	Employment Relations	✓	✓	✓		✓	✓	✓		✓
ENTERPRISE												
Make full use of the equality information collected to carry out detailed analysis of trends in self-employment.	<p>By the start of 2011:</p> <ul style="list-style-type: none"> Identify external sources which we could look to use to acquire more comprehensive data and analysis with a view to producing future analysis of trends. Produce a compendium of Small and Medium Enterprises (SME) and entrepreneurship data on equality and diversity. 	To be a centre of knowledge on equality and diversity on SME/entrepreneurships.	Enterprise Directorate	✓	✓	✓				✓		
HIGHER EDUCATION, FURTHER EDUCATION AND SKILLS												
Improve data collected and monitor changes in relation to the workforce diversity within the Further Education (FE) sector.	<ul style="list-style-type: none"> Work with Lifelong Learning UK (LLUK) to monitor the equality and diversity of the FE workforce. Work with LLUK to build on the work of the Disability Implementation Group to produce a third guidance document on attracting disabled people to the sector and encouraging staff disability disclosure in the sector. 	Workforce diversity reports published. Rates of disclosure and employment increase. Reports analysed to determine whether policy interventions are required.	Further Education Directorate	✓	✓	✓						

Monitor the outcomes of the FE workforce in order to inform policy development.	<ul style="list-style-type: none"> • LLUK to play an active role with influential groups within the sector, which promote equality and diversity. • Use the annual workforce diversity profile report to assess progress in this sector. 	Data and reports available. Evidence of information being used for policy development.	Further Education Directorate	✓	✓	✓								
Improve data related to the careers service in order to ascertain how it helps disabled people avoid occupational segregation.	<ul style="list-style-type: none"> • By August 2010, introduce an integrated customer relationship management system for the whole service. • By November 2010, make available (in an accessible form) labour market information provided by Sector Skills Councils. 	MIS for the aacs can clearly identify and track disabled clients. Data analysed to assess prevalence of occupational segregation.	Further Education Directorate		✓									
Monitor the uptake apprenticeships for people over 25 by priority adult groups, including women, disabled people and ethnic minorities seeking to enter an atypical career.	<p>By August 2013:</p> <ul style="list-style-type: none"> • Monitor the effectiveness of equality and diversity measures and evaluate through regular performance data and dedicated research. • Ensure Statistical First Release data on Apprenticeships include equality and diversity tables. 	Participation numbers as proportion of total. Increased participation levels compared to overall apprenticeship programme and historical trends.	Further Education Directorate	✓	✓	✓								
Monitor the progress of the objectives and deliverables set out in National Improvement Strategy towards raising and reducing the differential in learner success rates.	<ul style="list-style-type: none"> • Identify and devise with LSIS the mechanisms and the systems for monitoring the key objectives arising out of the National Improvement Strategy and LSIS 2010/2011 Corporate Plan. 	Participation and success rate differentials continue to decline.	Further Education Directorate	✓	✓	✓								

<p>Provide a package of support and mentoring guaranteed at young people from low income backgrounds to help them reach their full potential.</p>	<p>By 2010:</p> <ul style="list-style-type: none"> • Work with Department for Education (DfE) to scope the guarantee; concerning the number of young people who might fall into the guarantee group. • Undertake a mapping exercise of provisions to identify gaps and address how these gaps might be filled. 	<p>Number of young people accessing support. Number of beneficiaries entering and succeeding in HE.</p>	<p>Higher Education Directorate</p>							✓		✓
<p>Provide an annual overview of participation and achievement across Higher Education (HE), Further Education (FE) and Skills systems according to population characteristics.</p>	<ul style="list-style-type: none"> • By September 2010 the attributes and format of the first report, based on 2008/09 data, to be proposed by University and Skills Group analysts and policy teams and agreed with the Data Research Evaluation board. • Use existing administrative sources for the initial report. • Assess feasibility of including research/survey data. 	<p>Analysis available. Dissemination events held. Implications discussed by joint BIS/SFA SMT.</p>	<p>Further Education, Higher Education and Skills Directorates</p>	✓	✓	✓						

UKTRADE AND INVESTMENT

<p>Improve data collection about equality and diversity trends, among the businesses to which UK Trade and Investment provides services or advice in the UK.</p>	<ul style="list-style-type: none"> • By March 2011 all third parties allocated funding for holding events asked to request standard diversity data about the ownership of companies being represented, to include information about any reasonable adjustments which may be required by individuals. • By March 2011, collection of diversity data for recipients of funding for organising access to trade fairs/missions to include information about reasonable adjustments required by individuals. • By March 2011 consider collection of diversity data about the ownership of companies who are provided with specific services by the UKTI International Trade Advisors in the nine English regions. • By September 2010 consider whether the questions in the Performance Improvement & Management Survey (PIMS) should be expanded to include other minoritised groups. • By September 2010 explore how diversity data is stored and reviewed. • By March 2011 consider how UKTI would improve its services in response to the equality and diversity data collected. 	<p>Data will be increased and the information will be used to improve access to our advice and services. Relevant aspects of the PIMS targets for quality and satisfaction achieved and the targets met. Data collected in 2011 from third party event managers will provide a benchmark of information about the diversity of those attending. Best practice guidelines about data collection will be issued by UKTI to third party event providers. Individuals who may require reasonable adjustments in order to take advantage of UKTI's events or services will be accommodated. Successful collection of diversity data from the nine English regions provides a benchmark for the future.</p>	<p>UK Trade and Investment</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>		
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PRIORITY 3

Increase the involvement of under-represented groups in all BIS' internal and external programmes, policies and services.

OBJECTIVE	ACTIVITIES	SUCCESS MEASURES	OWNER	Race	Disability	Sex	Gender reassignment	Sexual orientation	Religion / Belief	Age	Pregnancy / maternity	Social-Economic
BETTER REGULATION												
Measure stakeholder engagement and representative participation in Better Regulation Executive (BRE) activities.	<ul style="list-style-type: none"> By April 2011 BRE to ensure the requirements of the Equality Act 2010 are reflected in the "Code of Practice on Consultation" and "Code of practice on Guidance on Regulation". 	Code of practice on consultation and guidance on regulation will be updated in line with the Equality Act 2010.	Better Regulation Executive	✓	✓	✓	✓	✓	✓	✓	✓	✓
FAIR MARKETS												
Investigate, in consultation with relevant stakeholders, issues relating to vulnerable and disadvantaged consumers in order to ensure policy development takes account of impact on these groups.	<ul style="list-style-type: none"> Identify issues relevant to vulnerable and disadvantaged consumers through engagement with delivery partners. Collect data across a range of diversity categories in surveys and research projects conducted by Consumer and Competition Policy (CCP). Ensure that analysis in support of CCP policy development takes into account the effect on vulnerable & disadvantaged consumers. An assessment of the impact on vulnerable and disadvantaged consumers to be included as part of CCP policy evaluation. 	Citizens Advice and Consumer Focus will be confident that we are aware of relevant issues relating to vulnerable and disadvantaged consumers.	Consumer and Competition Policy Directorate	✓	✓	✓			✓	✓		✓

HIGHER EDUCATION, FURTHER EDUCATION AND SKILLS										
Work with the UK Commission for Employment and Skills, the Sector Skills Councils and the London Development Agency to promote new career opportunities for Women.	<ul style="list-style-type: none"> By 2011 monitor the projects that are in place as part of the Women and Work Sector Pathways Initiative and the London 2012 Women in Construction Project. 	Number of projects launched. Number of beneficiaries/ impact against targets.	Sector Skills Unit Government Skills			✓				
Implement the Diversity in Apprenticeships pilots with DfE to increase the 'critical mass' of learners in non-traditional occupations.	<ul style="list-style-type: none"> By July 2011 produce and disseminate good practice guidance. Encourage application and mentoring trials for such learners to support atypical apprentices. Run ongoing evaluation to identify and disseminate good practice. 	Target number of participants recruited. Success rates at or above programme average.	Further Education Directorate	✓	✓	✓				
Promote the use of technology to make learning more accessible for those with learning difficulties or disabilities and support the acquisition for digital life skills for all adults.	<ul style="list-style-type: none"> Continue to support Joint Information Systems Committee (JISC) Techdis. Explore the feasibility of a Small Business Research Initiative for adaptive technologies with the Technology Strategy Board. From September 2010, roll-out Online basics course, ensuring that it is accessible for those who are both socially and digitally excluded, the elderly and those with learning difficulties or disabilities. 	Support for Techdis maintained. SBRI launched (or clear reasons identified why it is not the best approach). UK Online meets its targets over the next 3 years for Myguide registrations and Online basics course delivery, with agreed proportions from priority groups and high satisfaction rates from these users. There is significant take-up beyond UK Online.	Further Education Directorate		✓				✓	✓

<p>Broker reforms to the applications and admissions process to improve fairness for all prospective students</p>	<ul style="list-style-type: none"> • Increase provision of entry profiles. • Improve feedback for unsuccessful applicants. • Introduce a rejuvenated UCAS Extra facility. • By late 2010 review and rationalise the process for applications for Art and Design. 	<p>Reforms implemented and impact assessed.</p>	<p>Higher Education Directorate</p>	✓	✓	✓				✓		✓
SHAREHOLDER EXECUTIVE												
<p>Seek assurances from sponsored businesses (Royal Mail and UKAEA) that they are meeting their obligations under the Equality Act 2010.</p>	<ul style="list-style-type: none"> • By August 2010 communicate to the businesses the statutory requirements of the Equality Act 2010. • Annually from January 2011 seek formal confirmation on an annual basis that businesses are complying with these requirements. 	<p>Correspondence confirming the requirements of the Equality Act 2010 will sent. Checks will confirm that positive steps are being taken.</p>	<p>Portfolio lead</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓

BIS' EXECUTIVE AGENCIES

OBJECTIVE	ACTIVITIES	SUCCESS MEASURES	OWNER	Race	Disability	Sex	Gender reassignment	Sexual orientation	Religion / Belief	Age	Pregnancy / maternity	Social-Economic
COMPANIES HOUSE												
<p>Improve the equality data Companies House hold for staff.</p>	<ul style="list-style-type: none"> By 30 November 2010 prepare an annual diversity monitoring report on equality statistics for all staff internally including internal and external recruitment. Analyse existing equality data. 	<p>Up to date, legible and in a usable format.</p>	<p>Companies House</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓
<p>Roll out Equality Impact Assessments (EqIAs) and create an accessible evidence base.</p>	<ul style="list-style-type: none"> By 31 July 2010 complete initial EqIAs. By 31 March 2011 complete full EqIAs. Publish evidence by 2011. Evaluate EqIA framework in 2011. 	<p>Program in place to ensure compliance. A system which is accessible in terms of storage and evaluation/review.</p>	<p>Companies House</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓
<p>Improve learning and development resources on equality and diversity.</p>	<ul style="list-style-type: none"> Continue to deliver the current training plan and bring it into line with Equality Act 2010. 	<p>All staff will be trained and brought up to date with current legislation in line with the Equality Act</p>	<p>Companies House</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓

INSOLVENCY SERVICE

<p>Improve the capture and reporting of equality data (staff and customers).</p>	<ul style="list-style-type: none"> Analyse existing data available. By 31 October 2010 prepare an action plan to improve data capture. By 31 October 2010 prepare an annual report on available customer equality statistics and staff equality statistics – to be fed into Equality Impact Assessment (EqIA) evidence base. 	<p>Civil Service 2013 targets as regards staff equality data declaration targets met. Increase in the capture and quality of customer equality data. Use of staff and customer equality statistics in EqIAs.</p>	<p>Insolvency Service</p>	✓	✓	✓		✓	✓	✓		
<p>Roll out a new Equality Impact Assessment (EqIA) framework, with supporting consultation route and evidence base.</p>	<ul style="list-style-type: none"> By 30 September 2010 develop a new EqIA framework, with supporting guidance. By 30 September 2010 set up a new internal consultation group and staff network groups. By 30 September 2010 create an accessible evidence base for EqIAs. By 31 March 2012 Evaluate the EqIA framework. 	<p>An increase in the number and quality of EqIAs completed. Internal consultation of group(s) in every EqIA. Evidence that the group(s) has/have affected, influenced and changed policy and practice.</p>	<p>Insolvency Service</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓
<p>Improve the learning and development resources on equality and diversity for all staff.</p>	<ul style="list-style-type: none"> Review the existing learning and development resources and have new resources in place by 31 March 2012. By 31 August 2010 prepare an action plan to amend existing /create new learning and development resources. 	<p>Appropriate learning and development resources in place for staff (new and existing), managers, and leaders on equality and diversity issues to give confidence to challenge bad practice and recognise good practice.</p>	<p>Insolvency Service</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓

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