



Old Oak and Park Royal  
Development Corporation

# Equity, Diversity and Inclusion Strategy and Action Plan 2022-2027

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**MAYOR OF LONDON**

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# 1. Foreword

“Our Equity, Diversity and Inclusion vision is to be an organisation which **identifies, prioritises, enables and champions equitable opportunities for everyone – both staff and our communities – regardless of background, race, age, gender identity, gender expression, sexual orientation or ability.**”

David Lunts,  
Chief Executive Officer



**David Lunts**  
Chief Executive Officer

The Old Oak and Park Royal Opportunity Area is one of the most exciting and important regeneration opportunities in the UK – aiming to create an accessible, welcoming and well-connected urban district, centred around the new High Speed 2 station at Old Oak Common, with tens of thousands of new high-quality and affordable homes; good quality, well-paid jobs and shops; facilities,

sustainable travel connections and public green space.

As the Mayor of London’s Development Corporation for West London, it’s the Old Oak and Park Royal Development Corporation’s (OPDC) role to work with our boroughs, residents, businesses and partners to shape and accelerate good growth in Old Oak and Park Royal.



The existing communities and businesses in Old Oak and Park Royal are richly diverse and vibrant, yet they include some of the poorest areas in the country. In parts of our area, nearly 40% of children are living in poverty and unemployment, childhood obesity and social housing waiting lists are higher than both the London and national average.

Addressing this deprivation and creating prosperity for existing and new communities alike, is at the forefront of our mission. We want to ensure that the area's regeneration is accessible and inclusive which helps to create a more level playing field, presenting opportunities that enable everyone to flourish.

Our Equity, Diversity and Inclusion (EDI) vision is to be an organisation which **identifies, prioritises, enables and champions equitable opportunities for everyone – both staff and our communities – regardless of background, race, age, gender identity, gender expression, sexual orientation or ability.**

For OPDC, EDI is an integral part of how we work. We will continue to build and embed diverse and inclusive experiences, opinions and voices into everything we do – through our Board, our staff and our communities. Only by doing this, will we deliver the world class regeneration we aspire to.

This strategy sets out our commitment to build on our good foundations to ensure EDI is truly embedded in our work.

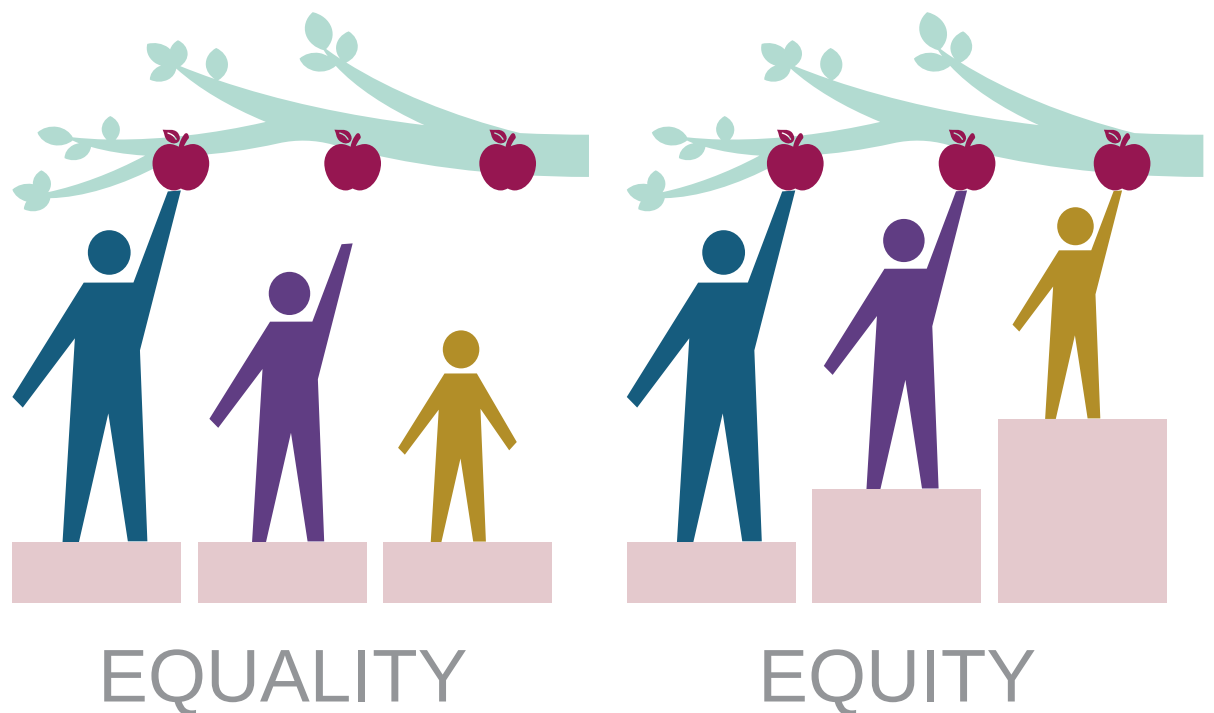
## 2. Summary and Strategic Objectives

Our EDI Strategy is about striving for equity – both within our organisation, the places we shape and with the communities we work with.

We want to remove or mitigate barriers and support individuals with what they need to access opportunities.

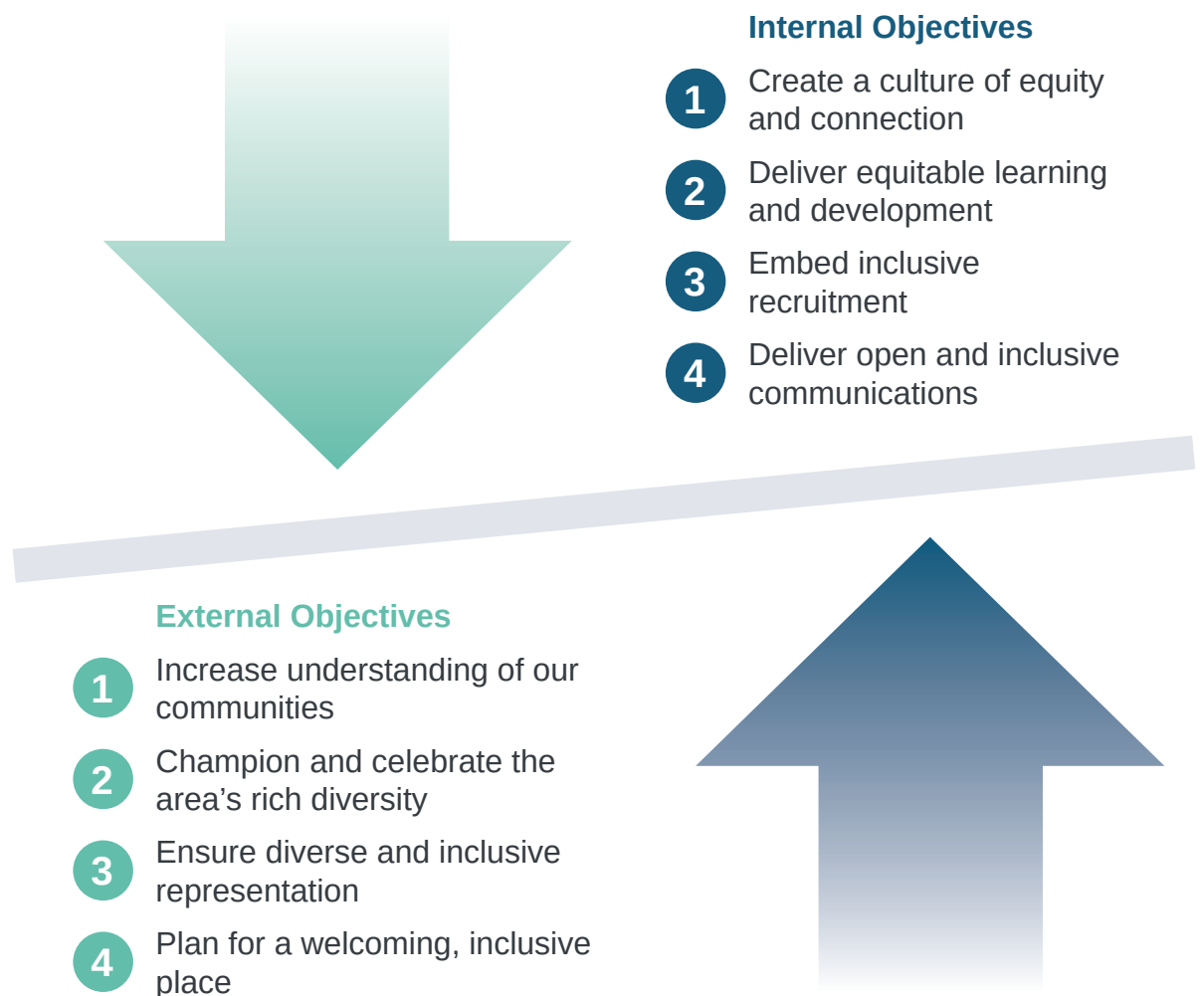
**Diagram 1.1**

The difference between equality of opportunity and equity of treatment



This strategy looks at how OPDC can strive for equity in two areas – through our **internal processes** and through our **external touchpoints**. This combination of internal and external actions aims to create a virtuous circle of enhanced understanding, targeted actions and further improvements. Each area has four strategic objectives.

**Diagram 2.1**  
Strategic Objectives





OPDC staff discussing plans with local residents

As well as setting out OPDC's EDI vision, most importantly, this strategy sets out the actions we will take to deliver our vision. The organisation is on a journey to make our EDI practices completely embedded within the culture of the organisation. We set out our five year roadmap, alongside a one year action plan (appendix a).

This strategy is a live document that will be regularly updated with progress and reviewed annually, alongside a refresh of the next year's action plan. It will be owned collectively by OPDC's Senior Management Team (SMT). The actions will be endorsed and monitored by SMT, ensuring adequate time and resources are allocated to deliver them.

This strategy has been created jointly by all of our OPDC colleagues through a number of staff workshops, and has taken account of best practice from the GLA, our partners and other organisations. It has also been subject to external peer review and feedback. **As part of delivering the strategy we will consult and engage with our community groups, residents and businesses and improve our strategy based on their feedback.** This engagement will be ongoing - although this strategy sets out our key objectives to 2027, we commit to **evolve, improve and grow in our practices building a healthy culture and shaping our day to day behaviours.**

## Definitions



### Equality

Means equal rights and opportunities are afforded to all. The 2010 Equality Act protects those with protected characteristics from direct and indirect discrimination in the workplace.



### Equity

Recognises that treating everyone equally has shortcomings when the playing field is not level. An equitable approach emphasises that everyone should not be treated the same, but according to their own needs.



### Diversity

Refers to demographic differences of a group often at team or organisational level. Often, diversity references protected characteristics in UK law: age, disability, gender reassignment, marriage, and civil partnership pregnancy and maternity, race, religion, or belief, sex and sexual orientation.



### Inclusion

Is often defined as the extent to which everyone at work, regardless of their background, identity or circumstance, feels valued, accepted and supported to succeed at work.



### Intersectionality

Refers to the interconnected nature of social categorisations such as race, class, and gender as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination and disadvantage.

### 3. Where we are now – the context for this strategy

This strategy is set in the context of OPDC's corporate vision:

Drawing on its rich heritage at the heart of west London's manufacturing industry, Old Oak and Park Royal will become a renewed urban community, where a thriving local economy supports a great place to work, visit and live. **It will be an inclusive, accessible, and diverse district**, displaying the best practice in social and environmental design, and making a major contribution to London's success as a global city.

As a Mayoral Development Corporation, and part of the GLA family, we are committed to supporting the Mayor of London's vision of a fair and equal city. We have signed up to the GLA Group Diversity & Inclusion Action Standard, which provides a benchmark of best practice in diversity and inclusion (D&I) across the Group and focuses on steps we can take to achieve a workforce that reflects the diversity of London, and to foster a truly inclusive culture.

We cannot deliver world class regeneration without ensuring we have diversity of experience and opinions embedded in everything we do. That is why this strategy is so important for us to deliver our overall vision, and why we will not only embed good practice, but evolve and innovate wherever we can to make OPDC truly equitable.

We are also aware of the recent Independent Review of Ethnic Minority experiences at the GLA and we will incorporate relevant recommendations into our first annual review. We are on the journey towards truly embedding EDI practices into OPDC, and over the past few years we have seen several successes and improvements.

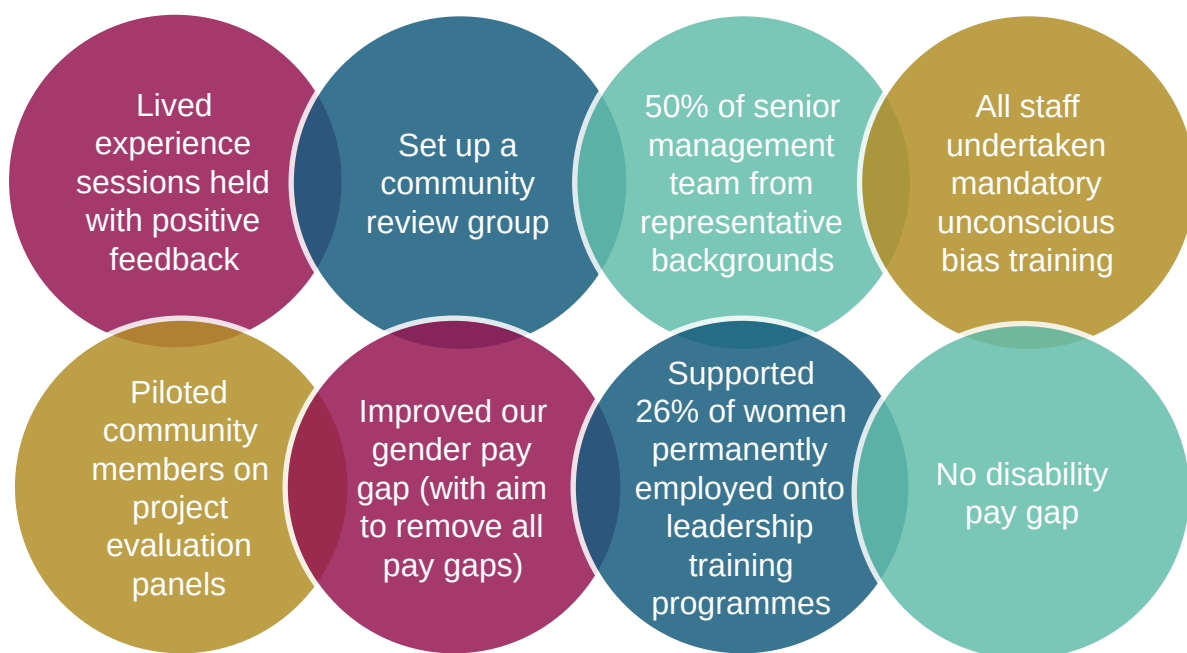
This strategy builds on a solid baseline, and our actions and objectives look to build on the work we have already done.

Embedding EDI practices starts at the very top, with our governance structures and our Board. Recently we reviewed our Code of Conduct for Members and our Standing Orders to ensure they help underline and frame our emphasis on D&I. We updated and expanded our codes to reflect good practice, including emphasising the responsibility of our Members to take equitable actions that help proactively and more widely to address the inequalities, barriers and discrimination.

It is also important to us that our Board is reflective of the communities we serve, and we ensure our recruitment uses good EDI practices (for example name blind applications, diverse interview panels and using specialist recruitment agencies). This has helped us create a diverse Board and sub-committees.

### Diagram 3.1

Example EDI improvements and successes



### Local Plan EDI policies

Our Local Plan has also successfully embedded EDI related requirements in a range of planning policies including dedicated policies for accessible and inclusive design and reducing health inequalities. These will be used to actively shape new development in delivering lifetime neighbourhoods.



## Understanding our workforce – our diversity data

OPDC is committed to building a workforce that is truly reflective of London's diverse population. We are serious about celebrating diversity and challenging all forms of inequality, and the publishing of our Gender and Ethnicity Pay Gap report supports this ambition.

We are currently performing better than the London benchmark for both our gender and ethnicity paygaps, and above the UK average for gender pay gaps.

Although we are performing well, we cannot be complacent. This strategy and our actions will help us embed practices to support us in reducing our pay gaps to zero or better.

## Understanding our workforce – our diversity data

Although our existing team is diverse, there is more we can do to encourage more people from Black, Asian and Minority Ethnic backgrounds to join us (currently 31% of our staff compared to 43% of the London population). We also particularly need to understand how we can reduce barriers for disabled people, as we currently have only 5% of our workforce declaring themselves disabled, compared to 19% of the London population. We will work with

staff with disabilities to encourage transparency, providing them with the additional resources and tailored learning they need for their development to support their career progression.

Our actions will particularly look at how to drive more inclusive and equitable recruitment and learning and development to help improve our diversity amongst these groups and others with protected characteristics.

### Median hourly pay gaps





## Understanding the local area and its community

Old Oak and Park Royal overlaps the edges of three London boroughs and has a rich social, economic and building heritage that reflects its evolution from what was once a rural landscape, to a centre for transport and industry.

Compared to surrounding areas, Old Oak and Park Royal has a relatively low residential population and traditionally many of the homes were built by local businesses for their workers, such as the railway cottages at Old Oak Lane. In more recent years, the area has seen a growth in population. However, with limited housing, this has underlined the need for new and especially affordable homes.

Local to the area are some notable green and built assets: Wormwood Scrubs (80 hectares of open parkland), Kensal Green Cemetery and the Grand Union Canal.

The area, as home to more than 2000 business in Park Royal alone, has provided employment for many first-generation immigrant populations in and around the neighbouring areas, creating a place of rich cultural diversity. This is reflected in the character of the local towns and highstreets, with a fantastic array of cafes, delis, clothes shops and art from across the globe, particularly in Harlesden, Stonebridge and Park Royal. The area is one of the most richly diverse in the UK, home to many different communities, ethnicities and cultures. Over 150 languages are spoken by people in and around the area, and many don't use English as a first language.



Alongside this rich range of influences and opportunities, this part of west London is also home to some of the most deprived areas in the country, with high levels of unemployment, low income and poor health, including shorter life expectancy, childhood obesity and long-term illness in comparison to both the London and national average. Shockingly, in parts of the OPDC area, over 40% of children live in poverty.

This has been laid bare during the Covid-19 pandemic, the effects of which were seriously amplified by economic and social inequality and the lack of affordable housing.

The pandemic did, however, bring to light the strength in community spirit and solidarity in the local area, with countless volunteers and mutual aid groups emerging and coming together to support the vulnerable. OPDC was proud to offer its support to these initiatives through staff volunteering, secondments and grants to local food banks and other front line support.

## Working with the local community

We are committed to increasing our understanding of local communities, ensuring diverse representation in our projects, particularly those whose voices have tended to be less heard, to help plan for a place that is fully accessible and inclusive, reflecting local needs.

To do this, alongside traditional methods, we proactively reach out through 'softer' engagement, including informal chats, volunteering and attending community-organised events. We appoint community champions into our project teams to steer our work from within. We also work with established community organisations, charities and mutual aid groups to listen to how they, and the communities they represent, prefer to be engaged, as well as publishing resident and business-led content on our social media and via our community newsletter.

For more formal, written communications, we offer translation, Braille or audio format and we ensure that all in-person events are held at venues that are fully accessible.



### Community Review Group

OPDC was the first to establish a Community Review Group. Our 12 members are all local residents or workers of different ages and backgrounds, reflecting the diverse makeup of the area. The group assists OPDC's Planning Committee by reviewing applications and making recommendations before they are determined. It also helps more widely, and played a key role in developing our Canal Placemaking Study, which has plans for improvements to public space along the Grand Union Canal.



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## The Forge@ParkRoyal

The Forge@ParkRoyal is a collaborative support, recruitment and upskilling service for both local job seekers and local businesses. The Forge@Park Royal has helped more than 130 residents into work since April 2020. It provides the community with:

- Free access to vacancies with Park Royal businesses, HS2, its contractors and others created by the major development coming to the area
- One-to-one advice and guidance to find work
- Training and the opportunity to work with training providers to upskill and prepare for employment
- 1-1 business support and advice for local SMEs

## 4. Our objectives and how we'll get there – internal focus

OPDC wants to be an organisation where our staff feel supported and empowered to reach their true potential regardless of their background, ethnicity, age, gender expression, ability, sexual orientation or other protected characteristics.

This section focuses on our ways of working, processes, values and support mechanisms for our staff in order to achieve this.

A priority for our staff and the organisation is creating and delivering truly equitable learning and development.

A key focus for our first actions is creating opportunities for growth and development for all. We will look creatively at our learning offer – in terms of culture, ways of working and soft skills, as well as more traditional skills development to both drive opportunities for our staff and embed EDI practices in all we do. We will also look at how we go about recruiting and retaining a diverse workforce; inducting and embedding EDI into everything we do; and how we engage and communicate with each other.



We also want to have a deliberate interface between our internal ways of working and the local community, ensuring that all colleagues are working with and listening to local voices, so will be focusing on recruiting talented people with a connection to the area; embedding volunteering, community engagement and outreach into our performance management and

inductions; and featuring members of the community in our internal communications and engagement.

For each of our four internal objectives we have agreed an aspirational outcome of where OPDC wants to be by the end of this strategy's timeframe.

**Diagram 4.1**  
Internal objectives and outcomes



## 4.2) Our Actions – internal focus

To achieve these objectives and goals we have developed short (one year), medium (two-three years) and long term (three- five year) actions. The short term actions have been refined further into our 2022-23 annual action plan (see appendix a). These actions are realistic for a small organisation to deliver – our approach enables us to deliver actions incrementally, and build to more ambitious actions and goals within the five year timeframe.



**Table 4.3**

Short, medium and long term actions (internal focused)

|                                                                                     |                                                  | Short                                                                                                                                                                                                                                                                                                                                    | Medium                                                                                                                                                                                                            | Long                                                                                      |
|-------------------------------------------------------------------------------------|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
|    | <b>Create a culture of equity and connection</b> | <p>Revise the induction process to focus more on EDI and our values</p> <p>Encourage more open conversations on race and diversity</p> <p>Showcase visible inclusive leadership behaviours</p> <p>Ensure EDI related policies and processes are in place and all staff are aware of these</p>                                            | <p>Assess the need to adopt OPDC values to drive inclusive behaviours</p>                                                                                                                                         | <p>Develop an OPDC equity champion in each directorate</p>                                |
|  | <b>Embed inclusive recruitment</b>               | <p>Support and engage with sector wide diversity initiatives</p> <p>Embed EDI in recruitment campaigns</p> <p>Make roles available as secondment opportunities and advertise widely through networks</p> <p>Ensure Job descriptions (JD) are based on a broad range of experience and skills, as well as professional qualifications</p> | <p>Additional line manager support for inclusive recruitment</p> <p>Use the Forge@ ParkRoyal, OPDC's employment &amp; skills hub and other community initiatives to reach OPDC recruitment into the community</p> | <p>Work to develop an apprenticeship and work placement scheme with local communities</p> |



### Deliver equitable learning and development

| Short                                                                                                                                                                                           | Medium                                                                                                                                                                                                                                        | Long                                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Put in place expert external Learning and Development (L&amp;D)/EDI support</p> <p>Develop a comprehensive L&amp;D programme &amp; establish a Talent Management and Progression pathway</p> | <p>Roll out a new L&amp;D programme including: mentoring, job-shadowing, coaching, training with our communities</p> <p>Roll out a new performance management process with EDI embedded, linking closely to L&amp;D needs and commitments</p> | <p>Review, monitor and update L&amp;D programme and performance management to reflect feedback and best practice</p> <p>Establish an awards / rewards system for mentoring, learning and development</p> <p>Share best practice with others – explore training / coaching other organisations</p> |





|                                                  | Short                                                                                                                                                                                                                                                                                                                              | Medium                                                                                                                                                                                                                                         | Long                                                                                                                                                                               |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Deliver open and inclusive communications</b> | <p>Create more opportunities for knowledge sharing, building strong networks through direct outreach to local groups</p> <p>Continue to invite guest speakers and blogs from local projects and communities</p> <p>Share best practice internal comms examples</p> <p>Carry out regular retrospectives to continuously improve</p> | <p>Put in place opportunities to learn best practice from other organisations</p> <p>Embed feedback, peer reviews, collaborative discussions into our day to day work</p> <p>Invite new voices into our day to day internal communications</p> | <p>Formalise our co-creation of our internal communications with local communities by regularly inviting guest speakers to lead internal communications themes and spotlights.</p> |





## Transforming our induction process

Key to ensuring that EDI is part of everything we do and championed by all members of staff, will be embedding it into our ways of working for all new starters, so everyone is welcomed into the organisation with the tools and incentives to promote and champion EDI in everything they do.

As part of our new approach to EDI, we will transform our induction process for all new starters and committee members, creating an engaging welcome pack that educates colleagues about our local

area and communities through up to date intelligence and demographics; community perspectives and interactive digital content.

As well as offering a wide range of EDI training as part of our inductions, we will include on-the-ground volunteering and charity work in the local area, to give everyone, no matter their role in OPDC, first-hand experience of the local area and the community.

## 5. Our objectives and how we'll get there – external focus

This section of the EDI strategy focuses on **our commitment to increasing our understanding of local communities, ensuring diverse representation in our projects, particularly those whose voices have tended to be less heard, and planning for a place that is fully accessible and inclusive, reflecting local needs.**

These commitments align with those set out in our Community Engagement Strategy and focus on working with and championing diverse voices, ensure that everyone in and around the local area is empowered to help shape our plans.

A key priority for the coming year is to **embed EDI practices in our procurements, using the GLA Group's responsible procurement policy.**

We will ensure all our staff are trained in best practice on responsible procurement, so we can create social value through our contracts.

Using responsible procurement policies can help us:

- Work to improve our communities in partnership with local people and organisations to address their specific needs through relevant contract requirements and performance measures.
- Drive fair employment practice with our suppliers to ensure that their employees receive fair employment terms and pay, including the London Living Wage to the extent permitted by law.
- Break down barriers that restrict SMEs, community sector organisations and under-represented groups from entering

We are already using GLA responsible procurement principles but taking them further to help OPDC achieve its outcomes. Our assessment of tenders are weighted on the strength of our suppliers' EDI statements and their action plans, with three actions they are taking to improve EDI. They also must submit a project team EDI statement showing their commitment to providing a diverse team. OPDC will not appoint if suppliers do not pass our EDI requirements.



We have also agreed an aspirational outcome of where OPDC wants to be by the end of this strategy's timeframe for each of our four external focused objectives.

**Diagram 5.1**  
External objectives and outcomes



## 5.1) Our actions – external focus

To achieve these objectives and goals we have developed short (one year), medium (two-three years) and long term (three-five year) actions. The short term actions have been refined further into our 2022-23 annual action plan (see appendix a). These actions are realistic for a small organisation to deliver – our approach enables us to deliver actions incrementally, and build to more ambitious actions and goals within the five year timeframe.

**Table 5.1**

Short, medium and long term actions (externally focused)



|                                                        | Short                                                                                                                                                                                                                                                            | Medium                                                                                                                                                                                                            | Long                                                                                                                                                              |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Increase our understanding of local communities</b> | <p>Learn more about our communities, including new communities, and find more opportunities to listen to them</p> <p>All staff to be involved in volunteering, including providing interview practice to local young people to help secure job opportunities</p> | <p>Have a base on site for people to engage with us</p> <p>Establish an EDI focus group with a wide representation of community groups, particularly those representing groups with protected characteristics</p> | <p>Develop a truly collaborative approach to our largest areas of change, embedding co-design with representatives from groups with protected characteristics</p> |



### Champion and celebrate the rich diversity of our area

#### Short

Utilise all OPDC channels to champion diversity, using community voices to drive content

#### Medium

Identify and recruit community champions

Embed local jobs and recruitment into procurements

Annually partner with a local charity / foodbank / business and host fundraising and volunteering opportunities

#### Long

Ensure our regeneration proposals acknowledge the rich history and culture of the area



### Ensure diverse and inclusive representation and participation in our projects and panels

Review and benchmark existing panels, creating plans to improve diversity

Support and link up more proactively with existing groups

Ensure the GLA's responsible procurement policy is followed in all procurements and EDI scores are weighted effectively

Set up diverse panels for projects to peer review and challenge on EDI outcomes

Pilot including community members on evaluation panels for large commissions

Deliver regular speaking events and podcasts in partnership with local organisations

Set up a grants programme to support diverse groups through community initiatives



### Plan for a welcoming, accessible and inclusive place

#### Short

Put in place expert input to help target communications and engagement with seldom heard groups and protected characteristics including holding inclusive design workshops with those with disabilities to better understand needs and potential changes

Ensure all planning guidance proactively considers and supports EDI including inclusive design

#### Medium

Ensure EDI requirements are integral to all procurements through use of GLA responsible procurement practices

Use planning requirements to drive inclusive and accessible design and to help build diversity of opportunity

#### Long

Ensure any development partners have EDI practices embedded as part of the procurement and ongoing monitoring processes

Monitor and update procurement and planning practices to reflect feedback and best practice.





## Increasing our understanding of local communities

We are committed to better understanding the communities in our area. By gaining more in-depth knowledge about the demographics, make-up, sentiments and needs of a diverse range of community groups, particularly those whose voices have tended to be less heard, we can tailor our activities to effectively support and involve more people and improve the ways that we engage and shape our plans to be more inclusive.

First, we'll do this by refreshing the data we hold, building an up to date picture of the demographics of communities across our area, with a particular focus on building greater details around groups with protected characteristics.

To support this data, we'll establish a focus group of community members who represent a broad range of groups to review and provide feedback on our EDI strategy, provide a baseline of general sentiments around EDI and the work OPDC is doing in this space, and to hold us to account on the objectives we've set. We'll meet with this group annually thereafter to continue a regular dialogue.

In addition, we will set out a comprehensive, regular programme of volunteer, charity and outreach work that all members of the OPDC team, across Board, SMT and officer level, will participate in to build stronger relationships with groups in the local area.

## 6. What this means to me



We want our strategy to make a visible difference to the people who live and work in the OPDC area, and to all our staff and partners.

If we implement our strategy successfully, here are some examples of what it might mean for individuals in day-to-day life:

I had a work placement with OPDC and now I am on track to becoming a surveyor  
**Local secondary school pupil**

I love Tuesdays – I help at the local community centre, giving back to the area, meeting residents and sharing experiences  
**OPDC staff member**

I learn the most from my OPDC assignments – I am challenged to think in new ways and not accept the status quo  
**Supplier to OPDC**

OPDC's learning and development programme helped me get promoted by supporting me to balance my caring responsibilities with gaining a diploma  
**OPDC staff member**

I sit on an OPDC panel which has helped make changes to planning applications so that we will have more spaces and services that we really need  
**OPDC resident**

I created that piece of art next to the canal which represents and champions my community  
**Local artist**

I am about to start a business apprenticeship working for OPDC  
**Local school leaver**

We named our new local park and playground  
**Local primary school class**

I can now access the canal in my wheelchair due to the changes to the area that I helped to co-design  
**OPDC resident**

## 7. Monitoring progress and success

Accountability is critical to driving the type of action and improvements in outcomes that we need to see. Our action plan, at appendix a, sets out clear responsibilities and timelines towards meeting our EDI vision.

We will report on progress against our action plan quarterly as part of our standard monitoring process – discussed by both our senior management team and our Board.

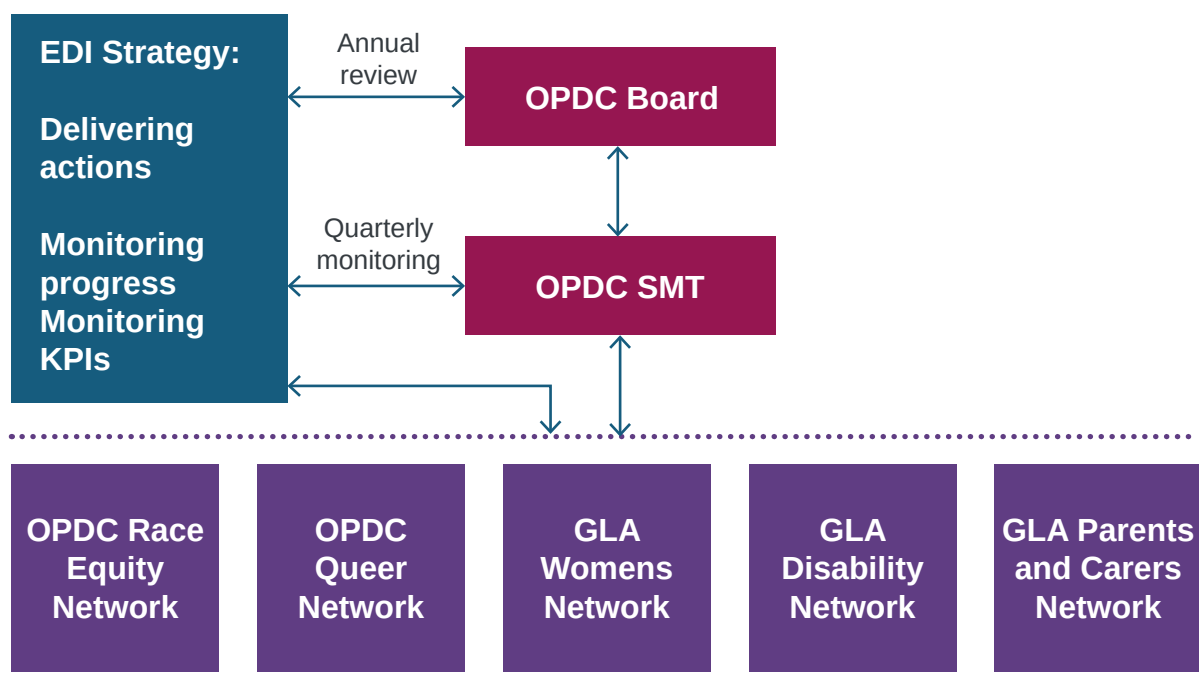
The Chief Executive will sponsor the annual review of our progress, and the setting of the next annual action plan, which will be submitted to our Board for approval.

All of these papers will be available publicly.

Our staff networks are a vital part of how we will implement our EDI strategy and be held to account. OPDC has two dedicated staff networks – race equity and queer equity, and links to GLA staff networks in other areas. These staff networks and network leads will help provide peer review and challenge to SMT and the board to ensure we are on track with delivery. They will also focus on helping to deliver a few specific actions particularly relevant to their protected characteristics.



**Figure 6.1**  
OPDC's EDI governance structure



Staff networks and network leads help underpin the creation, implementation and monitoring of our strategy. Their roles include:

- Inputting actions and priorities to the strategy from race equity and queer action plans
- Driving 1-2 actions specific to individual characteristics
- Acting as peer review, sounding board and challenge to SMT as part of the quarterly monitoring
- Acting as a challenge and assurance function to the Board as part of the annual review
- To support communication and engagement with staff

As part of this governance and monitoring framework, we will monitor the quantitative and qualitative indicators set out below. These have been developed with OPDC colleagues – some already exist, others will need surveys set up to provide a baseline and ongoing monitoring.

We will monitor the direction of travel of these indicators - if they are moving in the wrong direction, we will agree actions to rectify this. The indicators will be monitored as part of this strategy's annual review, alongside progress against our action plan.

## Indicators



Reduction of our gender and ethnicity **pay gaps**



% of staff engaged in **volunteering/ community days** in the local area



**Positive feedback** and evaluation forms on L&D offer from staff



% increase in participation in OPDC's **engagement activities** across a diverse range of community groups



Number of staff recruited from the **local** area



% of suppliers procured providing a **diverse staffing team**



**Positive perception** of OPDC's activities across a diverse range of community groups, evaluating whether we are meeting our external EDI objectives

# OPDC

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## Appendix A - 2022-2023 EDI action plan

| Internal Focus                            | Actions                                                          | Detail                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------|------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Create a culture of equity and connection | Revise the induction process to focus more on EDI and our values | <p>Set up a working group to lead on what colleagues and new starters want to see in a revised induction process</p> <p>Map out everything EDI related (training, governance, networks, groups, support), identify where there are gaps, and make information available to all (in induction and day-to-day). Particularly ensure information on EDI related grievances is clear and accessible, including safe spaces for staff to discuss concerns informally</p> <p>Prepare an induction framework, materials and agree a monitoring process</p> <p>Prepare in-house induction videos for individual directorates to show values and behaviours</p> |
|                                           | Encourage open conversations on race and diversity issues        | <p>Blogs on lived experience of staff</p> <p>Awareness and / or participation in staff Networks &amp; spaces from SMT down</p> <p>SMT champion for each staff network</p> <p>Ensure Network Leads have the time and support to be effective leaders</p> <p>Pilot an EDI network group to help embed EDI into the culture of the organisation. Pilot this group carrying out peer reviews on policies, decisions and projects</p>                                                                                                                                                                                                                       |
|                                           | Showcase visible inclusive leadership behaviours                 | <p>SMT to lead equity, diversity and inclusivity conversations</p> <p>EDI action plan progress to be part of quarterly monitoring</p> <p>Board to receive and approve EDI annual review</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Embed inclusive recruitment               | Support and engage with sector wide diversity initiatives        | <p>List initiatives (i.e. women in construction) to engage with</p> <p>Propose and agree level of engagement and support</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                           | Embed EDI in recruitment campaigns                               | <p>Make roles available as secondment opportunities and advertise widely through GLA Group networks and local networks</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

| Internal Focus                                      | Actions                                                                                       | Detail                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Deliver equitable learning and development          | Establish expert external L&D/EDI support                                                     | Agree scope and requirements, including setting up working group<br>Approve scope and budget                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                     | Set the foundations for a continuous learning culture                                         | Support and encourage staff to take time off for L&D, and lead by example<br>Training for all colleagues on how to be a good ally<br>Incorporate L&D opportunities and needs assessment more clearly into year end reviews, and use this to develop the L&D offer<br>Ensure all staff have regular feedback on performance<br>Share opportunities for speaking/attending at events, and ensure OPDC only speaks at events with diverse panels                                                                                                                    |
|                                                     | Develop a comprehensive L&D programme & establish a Talent Management and Progression pathway | Set up officer working group<br>Develop framework<br>Agree framework and content with staff and SMT<br>Agree and approve necessary budgets<br>Identify priority quick wins (e.g. link to GLA mentoring & talent management programme)<br>Implement priority quick wins<br>Create roll out plan for new L&D programme<br>Ensure policies and processes on promotions/grade changes are clear, transparent and consistent for all<br>Partner with local organisations to understand more about opportunities for mentoring programmes                              |
| Deliver open and inclusive communications           | Create more opportunities for knowledge sharing                                               | Set up a more regular programme of lunches/newsletters/stand-ups to share information, knowledge and experience<br>Invite guest speakers and blogs from local projects, our communities, subject matter experts and other projects (LLDC, Homes England etc)                                                                                                                                                                                                                                                                                                     |
|                                                     | Share best practice communications examples                                                   | Ask staff for examples of good practice from their experience, and ask GLA Group comms network for support<br>Try new ways of internal comms and get feedback<br>Carry out regular retrospectives to continuously improve internal communications                                                                                                                                                                                                                                                                                                                |
| Increase our understanding of our local communities | Learn more about our communities, and find more opportunities to listen to them               | Carry out qualitative, perception and quantitative research on our communities. Use this to create profiles of our communities to help understand them better, especially seldom heard voices<br>Set up structured conversations with the existing community, occupants of new schemes and new businesses<br>All staff encouraged to volunteer in the community, and opportunities and examples highlighted through internal comms. SMT to lead by example<br>Establish and build networks with local groups that represent those with protected characteristics |

| External Focus                                           | Actions                                                                                                                       | Detail                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Champion and celebrate the rich diversity of our area    | Support the community through OPDC projects                                                                                   | <p>Set an OPDC target for recruitment from the local area, and work with the Forge and other programmes to achieve it</p> <p>Investigate opportunities for a small grants programme</p> <p>Invite members of the local community delivering projects on the ground to deliver lunch and learn sessions</p> <p>Train all staff in the GLA's responsible procurement policy, and how it can be used specifically to support OPDC's EDI objectives</p> <p>Ensure all large scale procurements are scored on their team diversity, using local staff where possible</p> <p>Create and implement an action plan for regular promotion of local organisations and businesses through OPDC channels, giving local voices a platform</p> |
| Ensure diverse representation in our projects and panels | Review and benchmark existing panels<br>Support and link up more proactively with existing groups                             | <p>Carry out review of our current panels, and benchmark to similar organisations and our local community</p> <p>Highlight issues and opportunities for improvement</p> <p>Create and start to implement action plan to drive improvements</p> <p>Map existing groups and our relationships with them</p> <p>Agree actions to link more proactively to existing groups</p>                                                                                                                                                                                                                                                                                                                                                       |
| Plan for a welcoming, accessible and inclusive place     | Put in place expert input to help target communications and engagement with seldom heard groups and protected characteristics | <p>Scope requirements and create brief</p> <p>Approve brief and budget</p> <p>Client the external work</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                          | Ensure all planning guidance proactively considers and supports EDI                                                           | <p>Establish process for frontloading EDI considerations in projects</p> <p>Trial approach with emerging Supplementary Planning Documents</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |