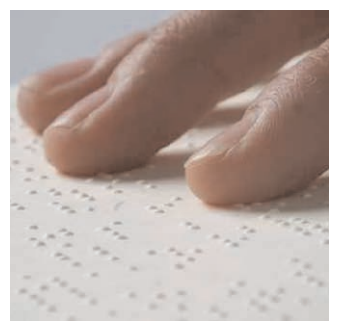


Institute of Legal Executives Group

Equality & Diversity Policy 2009



EQUALITY AND DIVERSITY POLICY

1.0 Executive Summary

The Institute of Legal Executives (ILEX)¹ did not deliberately set out to cultivate a diverse membership base. However, it was a core aim of ILEX to increase accessibility to a career in law by establishing an alternative route to the more traditional degree route. This inevitably attracted and accommodated a much more diverse range of aspirants than the traditional degree route. As a result, ILEX takes seriously the need to demonstrate and externally communicate its commitment to a broader range of people of all ages and backgrounds.

Two recent milestones for Legal Executive lawyers of prescribed judicial eligibility and entry into partnership, allows ILEX to offer the broadest diversity for judicial appointments having regard to the diversity of the social-economic base of its lawyers, and similarly for owning and managing legal practices.

Since the Second World War both the Bar and the Solicitors' profession has been opened to a much broader category of persons. Seemingly as a result of university education becoming more accessible to those who previously would not have pursued the university route. In recent years, however, with the introduction of university fees and spiralling costs of becoming a solicitor or barrister, more and more students from low income or less favourable backgrounds experience hurdles in pursuing these more traditional routes into a career in law².

In contrast, however, the average fees paid by a trainee Legal Executive to reach Fellowship status are considerably lower (approx £4000) and can be undertaken whilst in full-time employment. ILEX is proud to lead in the 'earn and learn' route to a career in law³. Recent member research shows that many perceptive employers will pay or subsidise an ILEX student's fees, recognising that the extended training of an individual will be beneficial to the bottom line of the firm.

ILEX continues to respond to external debates such as those dealing with women facing promotion issues at work and has prepared a range of case studies demonstrating members who reflect a variety of social, ethnic, disability and educational backgrounds. The ILEX Equality & Diversity Working Party was established in 2008 to manage and oversee the Group's Action Plan and Scheme⁴ and to deal with issues of equality and diversity generally.

¹ See Appendix 1 – Background to ILEX

² See Appendix 2 – Costs of becoming a lawyer

³ See Appendix 3 – The Legal Executive Qualification

⁴ See Appendix 4 – Single Equality & Diversity Scheme and Action Plan

2.0 ILEX Policy

ILEX is focused and committed to equality and diversity, both in relation to the members it represents, the staff it employs and the stakeholders with whom it interacts.

ILEX will continue to increase accessibility to a career in law through its qualifications and training programmes, offering an alternative route to the more traditional degree process.

Through the Group Action Plan and Scheme, ILEX has identified key focus areas to enable it to promote race, disability and gender equality namely; Leadership and Strategy; Policy, Procedures and Processes; Staff, Membership and other Stakeholders; and Partnerships and Resources.

ILEX is working towards equal access principles across its product and service range, as well as growing a diverse workforce and representative body, which reflects the national and local communities in which it operates.

Through a programme of continual consultation and monitoring, ILEX will review the impact of its activities in this area, to ensure that the focus remains appropriate, inclusive and fair.

3.0 Recognising Prior Learning and Qualifications

Wherever possible, ILEX will give credit towards its professional qualification based on an individual's previous qualifications record. Students with previous qualifications are invited to seek exemptions against one or more units whether at Level 3 or Level 6. For example, LPC and BVC graduates will be exempt automatically from all of the academic study, but will have to complete qualifying employment before admission as a Legal Executive lawyer. Those with a qualifying law degree not more than seven years old are likely to be exempt from all law papers but will need to complete the practice and skills units at Levels 3 and 6. Those holding the City and Guilds/ILEX Level 2 Certificate in Legal Studies will be exempt from the ILEX Level 3 Unit 1 "Introduction to Law and Practice".

There are no entry barriers to the legal profession through the ILEX route. Furthermore, ILEX is developing the ability to accredit prior learning and skills that may not form a whole and distinct qualification.

4.0 'Two Ticks, Positive about Disabled People'

The ILEX Group was successful in its application to become a Symbol Holder for the above standard.

By using the above symbol we are accepting the conditions and will meet the five commitments to good employment practice that it represents, namely;

1. Interview all disabled applicants who meet the minimum criteria for a job vacancy and consider them on their abilities;
2. Ensure there is a mechanism in place to discuss, at any time, but at least once a year, with disabled employees what can be done to make sure they can develop and use their abilities;
3. Make every effort when employees become disabled to make sure they stay in employment;
4. Take action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work; and
5. Each year, review the five commitments and what has been achieved, plan ways to improve on them and let employees and Jobcentre Plus know about progress and future plans.

5.0 Reaching for Diversity

ILEX expends considerable resources to provide information to potential students and members representing a diverse range of backgrounds and experiences. ILEX presents at an average of 50 career fairs each year, of varying sizes, some for school leavers, and some for graduates. In addressing schools careers services, we advertise through “B-Live” whose role is to interact with schools careers advisers and with students through the Internet.

ILEX has four Regional Liaison Officers (based in Wales, the West Midlands, London and East Midlands) who undertake a selected number of school visits each year. Some of our members will also do so on an ad hoc basis. We also work with the Law Society and Bar Council each year to present the ‘So you want to be a lawyer’ days at schools in areas that traditionally do not have a history of providing members to the profession. These ‘days’ enable students to find out at first-hand the range of work that lawyers do and the alternative study routes available leading to qualification. ILEX also is represented on the legal profession task force of the Association of Graduate Careers Advisory Services.

ILEX is represented on the JAC Judicial Diversity Forum, is a member of the Commonwealth Lawyers Association and has been a long-time supporter of the Minority Lawyers Conference. Through the initial consultation activities, as part of our Action Plan and Scheme, we are forging new links with diverse partners to benefit our organisation for the future.

6.0 Diverse PR and Media Campaign

In 2008 ILEX embarked on a broad PR campaign targeting specific audiences such as women; and specific current affairs agendas such as the promotion of vocational skills.

ILEX places advertisements in a variety of respected newspapers, magazines and supplements in order to raise awareness of the ILEX route to becoming a Lawyer. ILEX places adverts in a variety of respected national careers guides and endeavours to get greater prominence within their editorial text. Recent

examples include articles and case studies in the Sun, Independent, Woman and Home, Rugby League magazine and GMTV.

Despite this, ILEX has yet to achieve the key breakthrough in the media, including the legal media, that results in sustained coverage of the role of the Legal Executive lawyer and the work that our members do. ILEX expends significant resources on Parliamentary activity, including law reform work, hosting receptions, and working with other organisations such as the National Skills Forum.

7.0 Facilitating Diverse Career Opportunities

Working with City & Guilds, ILEX also offers Legal Secretaries and Legal Studies qualifications, at Levels 2 and 3. The Legal Studies qualifications are now being offered in schools; they offer a platform for those returning to education or considering a career change as well as offering progression on to the Legal Executive qualifications. The Legal Secretaries qualifications can be achieved through Train to Gain and Modern Apprenticeship funding. From September 2009 students who are successful at Level 2 Legal Studies will be able to gain exemption from Unit 1, Introduction to Law and Practice, of the Professional qualifications.

ILEX works closely with the Law Society/SRA to ensure that a pathway is maintained to enable Legal Executives to transfer to the solicitors' profession.

There is no similar route through to qualification as a barrister, not least because that is a graduate-only profession. Whilst ILEX does encourage entry from graduates, statistics suggest that this is a small part of our member base at present.

The Legal Services Act 2007 enables firms of solicitors to take other legal professionals (and non legal individuals) into partnership.

The Tribunal Courts and Enforcement Act 2007 widened eligibility for judicial appointment to Legal Executives at Tribunal Judge and Deputy District Judge level. ILEX is working closely with the Judicial Appointments Commission (JAC) to encourage eligible members to apply. JAC recognises the value of ILEX and its members, both in relation to the diverse pool of candidates ILEX can offer and the qualities and abilities criteria that our members can meet.

8.0 Diversity and Profile of ILEX Members

ILEX is the professional and leadership body representing Legal Executive lawyers and has a membership of 24,000 students and practitioners.

At the end of 2008, ILEX embarked on a Membership Survey, conducted by an external independent research company. A random selection of 3,600 members were sampled, representative of all membership grades. The response rate was a pleasing 22%.

The intention of the survey was two-fold: firstly to find out what members think of ILEX, its website, information, lobbying activities etc; and secondly, to provide ILEX with greater information about its members. The survey was designed to be statistically relevant.

Interrogation of ILEX's database and the main findings of the survey revealed the following:

1. 75% of the total membership is female.
2. 13% of all ILEX members (irrespective of grade) are ethnically diverse. The proportion of ethnically diverse members rises to 15% amongst ILEX students.
3. 2% of respondents classify themselves as disabled within the meaning of the Disability Discrimination Act (DDA)⁵.
4. 81.5% do not have a parent who attended university; this decreases to 72% for those under the age of 30.
5. 32% of members responding to recent research say they have experienced barriers in their career. 5% mention gender; 5% social background; 6% age; 12% educational background; 22% from work and colleagues.
6. The average age of a new member is 24. The average age of a newly qualified Legal Executive is 32.
7. 55% of new students are already working within the legal sector, as legal secretaries (33%), paralegals (12%) and in administration (10%). 11% are school leavers and 6% university graduates. 25% come from jobs or occupations outside of the legal profession.
8. 36% studied with ILEX because they could not afford to go to university and 11% because they could not afford the Legal Practice Course (LPC).
9. Employers are very important. 46% of our members were encouraged to study by their employers with 43% of employers paying for the ILEX professional course.

The Membership questionnaire provides a valuable insight into the inroads ILEX is making in creating a more diverse profession truly reflective of the community at large and thus creating greater opportunities in pursuing a non-traditional route to a career in law.

The Ministry of Justice's data suggest that the proportion of women amongst those entering the legal profession between 10 and 19 years ago ranged from 46.6% to 52.5% (solicitors) and 30% to 43% (barristers).

⁵ The Disability Discrimination (Public Authorities)(Statutory Duties) Regulations 2008 No 641 amending The Disability Discrimination (Public Authorities)(Statutory Duties) Regulations 2005 (2005 Regulations) by inserting a new Part V to schedule 1 of the 2005 Regulations.

Although ILEX does not have statistics for 19 years ago, the proportion of women registering with ILEX 10 years ago was 70%.

The recent ILEX membership questionnaire (summary above) into the social-economic profile of the membership highlighted the fact that the vast majority of ILEX members are not graduates. They tend to come from backgrounds where university attendance is not the norm, and the experience of family members in the professions is limited.

By continuing an open, inclusive philosophy, ILEX will continue to contribute to diversity in the legal profession and judiciary.

9.0 Diversity and Profile of ILEX Council

Within the last five years, ILEX has been led by two female Presidents and the current Vice-President is also female. 42% of Council members are female. Monitoring exercises are carried out on a regular basis and a project is underway to further diversify ILEX Council membership and representation in relation to ethnicity and disability.

10. Diversity and Profile of ILEX Staff

Over 70% of ILEX employees are female; the Chief Executive of ILEX is female, as are half of ILEX's Senior Managers. Asian, Indian or black Caribbean staff represent 8.6% of the workforce. Approximately 14% of staff considers they are a person living with a disability, as defined under the DDA.

11. ILEX Group Equality & Diversity Action Plan and Scheme

In April 2008, ILEX became a Public Authority for the purposes of the Disability Discrimination Act 1995 and as such is required to prepare and publish a Disability Equality Scheme, to revise it at intervals, to implement certain components of the Scheme, and publish an annual report of its progress.

The ILEX Group Action Plan and Scheme was introduced and published in December 2008.

Initial activities have focussed on consultation with key stakeholders to include; members, diverse partners, students and staff.

An internal Staff Focus Group identified individuals willing to be Diversity Champions across the Group, and a range of Diversity posters were designed by staff for display across the Group site. Training was delivered to all staff and the majority of ILEX Council members. Training will also be delivered to ILEX Professional Standards (IPS) later this year.

12. Barriers to Equality and Diversity for ILEX

In trying to reach out to all sectors of society and provide information about the accessibility of a career in law, a significant barrier is that the Legal Executive career is not widely recognised by the public, including Parliamentarians.

Research conducted for ILEX in 2007 indicated that only 7% of the population are confident that they know “a lot” about Legal Executives, while 50% admitted knowing “very little”. Amongst Parliamentarians only 15% of MPs expressed the view that they were very or quite familiar with the work of ILEX.

A significant barrier to progress comes from within the legal profession itself. Some 22% of our members responding to recent research reported that their careers had been held back by the attitude of their work colleagues. Historically ILEX itself has met stiff resistance in its efforts to develop career opportunities for Legal Executives through developing new independent practice rights for them, underpinned by training and regulation.

Some barriers are statutory, or are the result of continuing to do things the way they have always been done. For example, the Armed Forces do not recognise Legal Executive lawyers for their lawyer positions in the various legal services departments. The Crown Prosecution Service is not able to deploy Legal Executive lawyers as Crown Prosecutors because of a statutory definition that refers only to solicitors and barristers.

13. Diverse Working Environments for Legal Executives

The Members’ Survey demonstrates that 64% of members work for solicitor private practice firms with 13 or fewer partners and up to 250 staff. 8% work in local government, but only 2.5 % in a government department. This latter figure causes us concern, as it appears that the government legal service neither positively recruits Legal Executives or trainee legal executives, nor encourages staff development through the ILEX qualification. Employment in a commercial company or other non legal business accounts for 12%, with 2% self employed. 35% have managerial responsibilities.

14. Conclusion

ILEX remains the only route into the legal profession which is truly open to all whatever their background. It is the position of ILEX that it is a diverse and inclusive organisation. Not because it has contrived to be but because it has thrived over the past 40 years in recruiting those interested in dedicating and pursuing a career in law, providing a channel into the profession for those who would otherwise be disenfranchised.

ILEX has already been recognised by the Ministry of Justice as a diverse organisation. It has an “all are welcome” approach to the studying of law, but ensures that progress is achieved via robustly tested standards.

To many, ILEX offers a second chance at a career in law; either because they were not previously encouraged to aspire to the professions or because they initially underachieved in the education system. To this end ILEX has been able to offer a new career path to law, helping people to develop to their full potential and achieve their ambitions in the legal profession. By taking this alternative route and by bringing the experience that they have gained throughout the process, ILEX produces lawyers who bring a different perspective and approach to understanding the problems faced by society.

ILEX is proud that the very diversity of its membership has been the key to its success. For ILEX, diversity and inclusiveness extends beyond just gender, ethnicity or disability but reflects a broader diversity of thought, skills, background and spirit.

Appendix One – Background to ILEX

Legal Executives are qualified lawyers. Subject to ILEX regulatory requirements, Legal Executive lawyers may act as advocates in open court in the magistrates and County Court. They may act as independent Immigration Advisers and Claims Managers. Recent developments also mean that Legal Executive lawyers are eligible for prescribed judicial appointments, including eligibility as first tier judges of tribunals and as Deputy District Judges.

Fully qualified and experienced Legal Executives lawyers are able to undertake most of the legal activities that Solicitors do. They will have their own clients with full conduct of cases.

Legal Executive lawyers must adhere to a code of conduct and, like solicitors, are required to continue training throughout their careers in order to keep themselves abreast of the latest developments in the law.

From September 2009 membership of ILEX will be more transparently open to a wide range of those employed in the legal sector who are not currently professionally qualified or regulated e.g. paralegals and other support staff.

ILEX provides policy response to Government consultations in order to represent its members and the public interest.

The Institute of Legal Executives (ILEX)

ILEX was founded in 1963. It is a company limited by guarantee. Its Directors are Fellows of the Institute, Legal Executive lawyers, who have been elected by their peers on a geographic constituency basis. The members of the company are Fellows of ILEX; the Institute itself has a wider membership.

ILEX has two wholly owned subsidiary companies. ILEX Tutorial College (ITC) provides legal education by distance and flexible learning. ILEX Professional Standards Limited (IPS) is the entity to which ILEX as an Approved Regulator under the Legal Services Act 2007, is delegating its regulatory functions. The ILEX group of companies has a total staff of 101.

Regulation

ILEX is an Approved Regulator under the Legal Services Act 2007 in relation to Legal Executives who act as Commissioner for Oaths, and those who exercise certain rights of audience. In 2007 ILEX established a new regulatory company ILEX Professional Standards Limited. The process of transferring responsibility for regulatory matters is well advanced and will in due course be subject to oversight by the Legal Services Board under the 2007 Act.

ILEX is an organisation designated under the Immigration and Asylum Act 1999 to authorise members to provide immigration services. ILEX is also the statutory regulator for Associate Prosecutors employed by the Crown Prosecution Service. ILEX also regulates Legal Executives who provide Claims Management services under the Compensation Act 2006.

Appendix Two – Costs of becoming a lawyer

NB: Figures stated within this section as at March 2009.

Becoming a lawyer can be one of the most expensive careers paths you can take. However studying through the ILEX route typically costs between £3,500- £5,000. Depending on where and how you choose to study, and whether you already have any qualifications which exempt you from some of your ILEX qualifications, it may even cost you less.

Here's how the ILEX route compares to other ways of becoming a lawyer...

Becoming a Solicitor Law Graduates:

According to the Law Society, the most frequently used route to qualification as a solicitor is to take a first degree in law and then to spend a year taking the full-time Legal Practice Course (LPC), followed by a two-year traineeship (called the Training Contract). This route can be completed in six to seven years. In reality, an LPC will cost you between £6,000- £10,000 and Training Contracts are very hard to secure. Whilst in the two-year Training Contract, you will be earning a minimum salary of £17,660 if you're in London and £15,820 if you're outside of London.

Non-Law graduates:

The second most frequent route is for non-law graduates, who have to undertake a Graduate Diploma in Law (GDL), which is normally a one-year full-time conversion course. The GDL usually costs between £3,000- £7,000, and culminate in the Common Professional Exam (CPE). ILEX Tutorial College offers a GDL course.

Applicants then proceed to qualification in the same way as a law graduate, i.e. undertake the LPC and secure a Training Contract.

Non-graduates:

Non-graduates can become solicitors after first obtaining qualification as a Fellow of ILEX and passing the LPC. ILEX Fellows are exempt from the Training Contract stage.

Members of the Justices' Clerks Association may also enter the profession after passing the LPC, and demonstrating that they have had at least five years' continuous service in the 10 years prior to their application for admission. Other routes involve transfer after qualifying as a barrister, or as a lawyer in another jurisdiction, and meeting the necessary transfer conditions.

Becoming a Barrister

The Graduate Diploma in Law (GDL) can also be used by non-law graduates to convert their degree if they wish to become a barrister.

"The vocational stage" of becoming a barrister consists of a one year course called the Bar Vocational Course (BVC) which costs between £8,000 and £11,000. Traditionally the BVC has been available at only one institution, the Inns of Court School of Law in London. However from September 1997 it has

been also offered by a few select institutions. Applications will be made through a centralised-clearing system known as CACH (Centralised Applications and Clearing House). It is also possible to do the course on a part-time basis over two years.

Pupillage generally takes one year, although it is split into six-month periods or "sixes". You can choose to do your first and second sixes at two different sets of chambers rather than one if you wish. Neither route guarantees that you will obtain a tenancy. Most pupils begin training with large debts and many are paid only the £10,000 minimum by their chambers, so another year of financial difficulty lies ahead.

Only a third of those applying manage to secure a pupillage: Many firms and chambers stipulate that applicants for pupillage must have achieved either a 2.1 or first in their degree. Having a 2.2 doesn't put the legal profession out of reach but can rather restrict the number of firms and chambers that will consider you.

Appendix Three - The Legal Executive Qualification

The ILEX professional qualification is in two parts. The Level 3 Professional Diploma in Law and Practice is set at A' Level standard. Students must pass ten units including 7 mandatory units and then another 3 units 2 of which must be practice units. The qualification will also include 2 skills units, legal research and client care skills. Students then may progress to Level 6 Professional Higher Diploma in Law and Practice set at Honours Degree equivalent standard where they must pass 6 units including a linked law and practice paper, 2 other substantive law papers, and 2 mandatory skills units, legal research and client care skills.

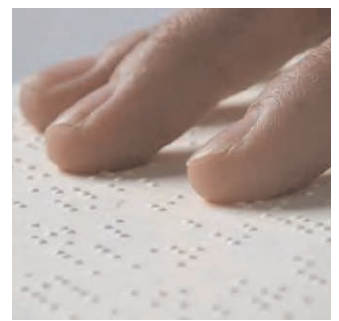
The ILEX qualification is rigorous and fit for purpose. Ofqual the government's education regulator accredits ILEX as an Awarding Body with the professional qualifications entered on the Qualifications and Credit Framework. The ILEX professional qualification is also recognised by the Law Society and a number of universities in the UK for exemption purposes.

A student completing all the required Level 3 and Level 6 examinations may be enrolled as a Member. To thereafter be admitted as a Fellow it is necessary to have at least 5 years experience of legal work in a solicitor's firm or other legal office or department. At least 2 years legal experience must be undertaken after completing the Level 3 and Level 6 examinations.

Working with City & Guilds, ILEX also offers Legal Secretaries and Legal Studies qualifications, at levels 2 and 3. The Legal Studies qualifications are now being offered in schools; they offer a platform for those returning to education or considering a career change as well as offering progression on to the Legal Executive qualifications. The Legal Secretaries qualifications can be achieved through Train to Gain and Modern Apprenticeship funding. From September 2009 students who are successful at level 2 Legal Studies will be able to gain exemption from Unit 1, Introduction to Law and Practice, of the Professional qualifications.

Institute of Legal Executives Group

Single Equality & Diversity Scheme & Action Plan 2008



ILEX GROUP SINGLE EQUALITY AND DIVERSITY SCHEME AND ACTION PLAN

The Single Equality Scheme incorporates the Race Equality Scheme, the Disability Equality Scheme and the Gender Equality Scheme. It also includes a commitment to eliminate unlawful discrimination on the grounds of age, religion or belief and sexual orientation.

1. INTRODUCTION

ILEX is required to promote race, disability and gender equality. These duties were introduced in different years but have been brought together in this Scheme and Action Plan. The legislation set out general duties to:

- eliminate unlawful discrimination
- eliminate unlawful harassment
- promote equality between staff
- take steps to take account of the needs of staff (for people with disabilities, this can involve treating them more favourably than people without disabilities)
- encourage participation by staff in public life

The legislation set out specific duties to:

- prepare a Single Equality and Diversity Scheme and publish it on the ILEX external website
- include objectives to address the causes of any pay gaps
- analyse data and consider if there are difference in outcomes for the membership, other customers or staff primarily by race, disability and gender but with due consideration of age, religion or belief and sexual orientation.
- consult staff, the membership and other stakeholders including trade unions
- assess the impact of current and proposed policies, procedures and practices on equality and diversity
- implement the actions set out in the scheme within three years (unless impractical to do so)
- report against the scheme every year and review the scheme at least every three years

2. RESPONSIBILITIES

The Council, Chief Executive Officer (CEO); Chief Executive, ILEX Professional Standards Ltd, ILEX General Management Team (GMT); ILEX Tutorial College Senior Management Group (SMG); and all staff are committed to the actions set out in the Action Plan. The Head of Corporate Affairs (HOCA) is responsible for co-ordination and development thereof. The Human Resources Manager (HRM) will assist with all staff issues and The Head of Group Purchasing (HOGP) will assist in all matters relating to procurement.

3. ILEX GROUP SINGLE EQUALITY AND DIVERSITY ACTION PLAN 2008-2011

3.1 LEADERSHIP AND STRATEGY: demonstrable commitment inside and outside ILEX Group

	Objective	Actions	Time-scale	Lead Manager(s)
3.1.1	Build equality and diversity into strategy and plans	In Council meetings, management meetings and academic meetings, consider how E&D inputs and outcomes should be incorporated	As meet	Council, CEO and GMT
3.1.2	Equality and diversity objectives for all leaders	E&D objectives to be embedded in strategic and personal objectives immediately and reviewed annually	Immed. Annual	CEO and GMT
3.1.3	Equality and Diversity Champions	Seek volunteers to become Staff Champions, either generally or with specific interests Set up Focus Group for race, disability and gender issues. Consult with Group members on the E&D Scheme and Action Plan.	By 30.11.08	HOCA and HRM
3.1.4	Maintain diverse Council and Senior Management	Consider current diversity. As vacancies arise, use positive action to bring in more diverse people	On-going	President, CEO

3.2 POLICY, PROCEDURES AND PROCESSES: equality and diversity inputs and outputs mainstreamed

	Objective	Actions	Time-scale	Lead Manager(s)
3.2.1	Policies, procedures and processes assessed through equality impact assessments (EqIAs)	Carry out equality impact assessment screening on all policies, procedures and processes to assess the evidence for some groups being differently affected. If substantial issues are identified, carry out full equality impact assessments.	Yr 1: high level Yr 2: next Yr 3: least risk	GMT/ SMG HOCA & HRM
3.2.2	Equality Impact Assessments reviewed as	For each equality impact assessment, set a review date as appropriate for the policy, procedure or process	As needed	GMT/ SMG HOCA & HRM

	needed			
3.2.3	Consult staff through Focus Groups	For each equality impact assessment, consult staff on key issues	As EqIA done	GMT/ SMG HOCA & HRM

3.3 STAFF: staff understand and are committed to effective management of equality and diversity

	Objective	Actions	Time-scale	Lead Manager(s)
3.3.1	Importance of training is recognised	Provide mandatory E&D training for Council members, Senior Managers and all staff, relevant to their contribution to ILEX	On-going	HRM
3.3.2	Equality and diversity is embedded in processes	Staff are encouraged to embed E&D into all their actions.	On-going	GMT/ SMG/ Line Mgrs & HRM
3.3.3	Person specifications include E&D objectives	All Person Specifications reviewed and modified as necessary to ensure E&D objectives are included.	On-going	GMT/ SMG/ Line Mgrs & HRM

3.4 PARTNERSHIPS AND RESOURCES: identified, aligned and deployed to take account of diverse needs of stakeholders

	Objective	Actions	Time-scale	Lead Manager(s)
3.4.1	Increased engagement with groups	Set up virtual membership Focus Groups around race, disability, gender and consult on processes Set up or strengthen existing employer groups to consult on processes	By 02.09 Ongoing	HOCA with GMT/SMG
3.4.2	Create links with diverse partners	Consider where existing links with diverse partners exist and consult. Identify gaps, create new links and consult	By 03.09	HOCA with GMT/SMG
3.4.3	Funding for priorities (consulting stakeholders)	Council and Senior Managers to consult stakeholders on E&D inputs and outputs before agreeing funding priorities.	Ongoing	HOCA with GMT/SMG and Council
3.4.4	Improve procurement	Review the diversity of suppliers, develop a system for broadening the diversity of suppliers	By 07.09	HOCA with HOGP

3.5 MEMBERSHIP AND OTHER STAKEHOLDER RESULTS: systematic information measuring customer satisfaction

	Objective	Actions	Time-scale	Lead Manager(s)
3.5.1	Using all sources	Review all sources giving membership and other stakeholder satisfaction levels. Identify gaps and create new sources as necessary.	By 05.09	HOCA with GMT/SMG
3.5.2	Monitor diversity of customers	Identify all ILEX customers (membership, employers, awarding bodies, Sector Skills Councils, LSCs, Government etc). Monitor the diversity of customers	By 05.09	HOCA with GMT/SMG
3.5.3	Use information to review processes	Use satisfaction results and diversity monitoring to identify actions to improve service, products, activities	By 07.09	HOCA with GMT/SMG

3.6 STAFF RESULTS: information shows how the organisation is perceived by diverse staff

	Objective	Actions	Time-scale	Lead Manager(s)
3.6.1	Staff survey includes perception of E&D behaviours	Include perceptions of treatment as a diverse person in the staff survey (management behaviours, staff behaviours, policies, procedures, processes)	By 03.09	HRM
3.6.2	Monitoring HR processes	Monitor by race, disability and gender: disciplinary and grievance processes; absence, resignations, recruitment, promotion, training.	On-going	HRM
3.6.3	Modify processes	When issues identified, modify processes to embed E&D	On-going	HRM

3.7 SOCIETY RESULTS: information is gathered showing how ILEX is perceived on equality and diversity

	Objective	Actions	Time-scale	Lead Manager(s)
3.7.1	Working with local communities	Identify appropriate "local" communities for: recruitment, working with employers; working with awarding bodies; working with Government. Consider improving joint working	By 07.09	HRM/HOCA with GMT/SMG
3.7.2	Structured two-way communication	Set up regular two-way communications with the "local" communities	By 08.09	HRM/HOCA with GMT/SMG
3.7.3	Monitoring outcomes	Monitor advice for diversity improvements and implement where appropriate	By 12.09	HRM/HOCA

3.8 KEY PERFORMANCE RESULTS: is managing equality and diversity contributing to results and outcomes?

	Objective	Actions	Time-scale	Lead Manager(s)
3.8.1	Complying with standards	Identify standards required of products and services. Consider how best to comply with E&D inputs and outputs. Modify products and services as required	By 03.09	HOCA/HRM with GMT/SMG
3.8.2	Monitoring progress	Set a regular agenda item for Council meetings, Senior Manager meetings and others as appropriate to monitor. Take action as required.	By 07.09	HOCA/HRM with GMT/SMG
3.8.3	Review performance indicators	Council to agree appropriate review dates and implement	By 09.09	Council & CEO



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