



**Chester-le-Street**  
District Council

# CORPORATE EQUALITY PLAN

Incorporating the  
**EQUALITY SCHEME**  
and  
**EQUALITY POLICY**



January 2007  
**DRAFT FOR APPROVAL**

## **CONTENTS**

### **The Corporate Equality Plan**

- Foreword
- 1. Introduction
- 2. Corporate Equality Plan aims and scope
- 3. Framework for the plan
- 4. The Council's priorities for equalities
- 5. Impact assessment
- 6. Promoting equality of opportunity
  - Services
  - Employment
- 7. Roles and responsibilities
  - Equalities champions
  - Corporate Equalities Working Group
  - Responsibilities

### **The Equality Scheme**

- Foreword
- 8. Introduction
  - Legislative duties
  - Context and links
  - The demography of the District
- 9. Celebrating diversity in the District
- 10. How this scheme was developed
  - Race equality scheme
  - Extension of the scheme
  - Developing the Disability Action Plan
  - Formal adoption
- 11. Core values
- 12. Leadership and commitment
- 13. Scrutiny
- 14. Consultation and involvement

15. Impact assessment
  - Definition of a policy
  - Relevance assessment
  - Proposed policies
  - Partnership
  - Training on impact assessment
16. Monitoring practice and activity
  - Monitoring areas
  - How we will monitor
17. Procurement
18. Publishing assessment, consultation and monitoring results
  - Methods of publications
19. Ensuring public access to information and services
20. Staff and Councillor training
  - Delivering equality training
  - Raising awareness
  - Monitoring the training
21. Monitoring employment
22. Complaints, feedback and comments
  - What will happen to the complaint or feedback

## **The Equality Policy**

- Equalities Vision Statement
23. Definitions in support of this policy
  24. Policy objectives
  25. Statutory and other equalities duties
    - Meeting the statutory duties
  26. Lines of responsibility
  27. Consultation
  28. Developing equality practice
    - The Equality Standard for Local Government (ESLG)
    - The Equality Scheme
    - Impact assessment

- Policies on recruitment, selection, retention, training and development
  - Dignity at work (bullying and harassment)
  - Training and PDP
  - Disciplinary and internal disputes
  - Employment policy monitoring
  - Fair and equal pay
29. Resources to improve equality practice
30. Equality of service delivery
31. Eliminating discrimination
32. Identification of, and service improvement for, less well served groups
33. Profiling the community and workforce
34. Monitoring of service access, delivery and usage
35. Equality action planning and target setting
36. Fairness in recruitment, pay and employment practices
37. Monitoring recruitment, promotion (re-grading), training, pay, grievances, disciplinary actions and leavers
38. Self assessment, audit and scrutiny
- Self assessment
  - Audit
  - Scrutiny
39. Positive action

## **APPENDICES**

- A Detailed action plan
- B Summary of the Equality Standard for Local Government
- C Diversity Impact Assessment, three year rolling programme
- D Corporate Equality Working Group, terms of reference
- E Ethnicity within the District
- F Council functions and policies
- G Function analysis template
- H Diversity impact assessment template
- I Equalities training matrix
- J Regional statistics on asylum seekers / refugees
- K Equalities Monitoring Protocol

# Chester-le-Street District Council CORPORATE EQUALITY PLAN 2007

## FOREWORD

Welcome to Chester-le-Street District Council's Corporate Equality Plan, incorporating a revised Equality Scheme (which addresses not only the statutory requirements in terms of race, disability and gender, but also the other strands of religion, sexual orientation and age) and the Equality Policy. The plan provides a framework setting out how the Council will promote the wide ranging equalities agenda to the community and to its employees. The three documents are supported by an updated action plan that sets out how we will achieve our equalities goals.

Chester-le-Street District Council is committed to ensuring that all citizens in the District, its staff and all those associated with the Council receive fair and appropriate services and treatment, irrespective of their nationality, ethnicity, race, sex, marital status, disability, religion or belief, sexual orientation, age or other social factor.

Equality issues cannot be considered in isolation, one from another. This Corporate Equality Plan will therefore bring together all the work that we undertake in respect of the Race Relations (Amendment) Act, the Equality Standard for Local Government, the Disability Discrimination Act, and all other legislation, policies and schemes which shape our approach to equality and diversity.

The plan is a living document. It will be constantly under review, and we welcome any comments which will inform the process of improvement. We will report annually on the progress of the plan and review it in 2008.

We look forward to seeing the positive outcomes and benefits that will emerge from its implementation.



**Roy Templeman**  
Chief Executive



**Linda Ebbatson**  
Leader of the Council

## 1. Introduction

- 1.1 This Corporate Equality Plan has been developed to include the Council's Equality Scheme and Equality Policy, supported by a clear action plan.
- 1.2 It reaffirms the Council's commitment to compliance with relevant legislation and Codes of Practice, and to the development of those concepts in order to eliminate discrimination and promote fairness and diversity. The Plan sets out a way forward for the Council to ensure that it meets its legal and social responsibilities, ensures equal access to services and meets the needs of all sections of the community.
- 1.3 Both as an employer and provider of services, Chester-le-Street District Council positively embraces its social and legal responsibilities regarding equality and diversity. The Council also recognises the inherent benefits to stakeholders and the wider community of moving beyond the fundamentals of equality to actively encouraging diversity and fairness.
- 1.4 Through this plan the Council will ensure that there are no explicit or implicit barriers to accessing our services on the grounds of colour, nationality, ethnicity, race, sex, marital status, disability, religious belief, sexual orientation, age or other social factor.
- 1.5 This Plan supports:
  - a) the District Partnership's ten year Vision for the future of our District
  - b) the Council's own
    - Vision
    - seven key priorities
    - Improvement and Recovery Planas set out in the Sustainable Community Strategy 2006/2016, and the Council's Corporate Plan 2006/2009.
- 1.6 This strategic view is set out diagrammatically below:



This plan is supported by a detailed Action Plan, which is given at Appendix A.

## 2. Corporate Equality Plan Aims and Scope

2.1 The aims of this plan are to:

- Bring together all the legislative requirements, policies and strategies which are relevant to all forms of equality and form these into a coherent and cohesive plan to implement equality corporately and throughout all services

- Be the focus for promoting equality issues across the Council to ensure an equality perspective is integrated into all aspects of our policies, strategies, procedures and practices
- Incorporate the Corporate Equality Plan requirements into the corporate and service planning processes
- Increase confidence in our public services across the diverse groups of our District by strengthening the effectiveness of our consultation, involvement and engagement methods
- Develop robust arrangements for monitoring policies and service delivery for adverse impact on different groups

2.2 The Council has responsibility to take into account the Equality Standard for Local Government and the following legislation:

**Race**

- Race Relations (Amendment) Act 2000
- Race Relations Act 1976
- Asylum & Immigration Act 1996
- Race Relations Act 1976 (Amendment) Regulations 2003

**Disability**

- Disability Discrimination Act 1995
- Disability Rights Act 1999
- Disability Discrimination Act (Amended) 2005

**Gender**

- Equal Pay Act 1970 (amended)
- Sex Discrimination Act 1975 (amended)
- Sex Discrimination Act 1986
- Equal Pay (Amendment) Regulations 1983
- Sex Discrimination (Gender Reassignment) Regulations 1999

**Other**

- Human Rights Act 1998
- Rehabilitation of Offenders Act 1974
- Protection from Harassment Act 1978
- Human Rights Act 1998
- Crime and Disorder Act 1998
- Criminal Justice and Public Order Act 1994
- Data Protection Act 1998
- Freedom of Information Act 2000
- Employment Protection (Part-time Workers) Regulations 1995
- Employment Rights Act 1996
- Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002
- Employment Act 2002
- Employment Equality (Sexual Orientation) Regulations 2003
- Employment Equality (Religion and Belief) Regulations 2003



- Employment Relations Act 2004
- Employment Equality (Age) Regulations 2006
- The codes of practice issued by the Commission for Racial Equality, the Disability Rights Commission and the Equality Opportunities Commission

**and the Council's:**

- Equality Scheme
- Equality Policy
- Dignity at Work Policy
- Community Engagement and Involvement Strategy 2006

2.3 It is recognised that there is considerable overlap between these strands. For instance, community consultation and involvement is necessary for the effective implementation of both the Equality Scheme and the Equality Standard for Local Government. In bringing these requirements under one plan, we are able to ensure that unnecessary duplication and waste are avoided and that our approach to equalities remains consistent across the organisation.

2.4 New legislation and strategic requirements will be incorporated into the plan when it is reviewed annually. The new duty for local authorities to have a gender equality scheme in place by April 2007 has already been addressed in part by the broadening of the equality scheme to cover all 6 strands of equality. An action plan has still to be developed in consultation with the community and employees, and this will be presented to Council for approval in March.

### **3. Framework for the plan**

3.1 The framework for the plan is the Equality Standard for Local Government (ESLG). The standard provides a systematic way of addressing equality issues and improving performance over time. The plan uses the four areas of activity within the ESLG to frame the strategic objectives.

3.2 These areas are:

- Leadership and corporate commitment
- Consultation and community development and scrutiny
- Service delivery and customer care
- Employment and training

3.3 A summary of the ESLG is attached at Appendix B. It should be noted that the ESLG underwent a review during 2005/06, and is being revised. However, this is currently not available and until such time as it is re-issued, the existing ESLG will continue to be applied.

- 3.4 The Equality Scheme will also provide a key element to the framework, particularly in respect of the assessment of policies and procedures for their impact on all sections of the community (Diversity Impact Assessment). The Equality Scheme provides the means by which the Council will achieve the requirements of both general and specific duties under the Race Relations (Amendment) Act 2000 and the Disability Discrimination Act 2005 (Amendment).
- 3.5 The Council currently reports a Level Two of the standard, and is committed to achieving Level Three by March 2008.

#### **4. The Council's priorities for equalities**

- 4.1 The Council has identified the following aspects of equalities as key priorities:
- Ensuring that all staff and Councillors are firmly committed to equality and the delivery of equalities targets
  - Implementing the Corporate Equality Plan, Equality Scheme and the Equality Standard for Local Government
  - Involving service users from all sections of the community by developing and promoting inclusive consultation and participation
  - Implementing effective equality planning and monitoring systems for both service delivery and employment
  - Embedding equality practice into effective service delivery
- 4.2 It is recognised that these priorities will continue to change as the plan is implemented and the legislation and other frameworks change and develop. The Council will review these priorities annually.

#### **5. Impact assessment**

- 5.1 The Council recognises that all of our roles and functions will have an impact on the delivery of the equalities agenda, either directly or indirectly, or affect certain groups differently. Some functions will have greater influence than others.
- 5.2 Council services have been prioritised based on their (potential) impact on our community. A diversity impact assessment, looking at strategies, policies, procedures and practices, for each service area will be undertaken, in accordance with a three year rolling programme given at Appendix C. It should be noted that this programme is currently under review and a new programme will be in place by 31.3.07.

- 5.3 The assessments will be carried out by suitably trained officers. The Council's methodology is currently being revised and streamlined to ensure that it is simpler to employ and ultimately more effective.

## **6. Promoting equality of opportunity**

### **Services**

- 6.1 The Council will:
- Assess how policies, procedures and practices could affect minority groups, identify any potential for adverse impact, take any corrective action necessary, and ensure that clear objectives and targets are built into service plans
  - Publicise the Council's commitment to equality for all, both internally and externally
  - Review and update the Council's Equality Scheme and Equality Policy as appropriate
  - Ensure all policies, procedures and strategies are in line with current legislation and codes of practice issued by the Equality Commissions
  - Continue to meet the training and development needs for all employees, managers and Councillors, as identified at induction or at PDP.
  - Provide opportunities for employees and Councillors to be involved in the delivery of the equality agenda, through active participation, involvement and consultation.

### **Employment**

- 6.2 The Council strives to achieve equality of opportunity in employment by making sure that all employees and Councillors involved in the recruitment process are aware that:
- No internal or external job applicant shall receive less favourable treatment than another on the grounds of their gender, race, colour, nationality, ethnicity, religion or belief, disability, age, sexual orientation, marital status or any other social factor
  - They must not impose any conditions or requirements which unfairly affect applicants from one group more than those from other groups
  - Any qualifications or conditions or requirements applied to a job must be relevant and justifiable in the terms of the job to be done
  - They must assess each individual on their capability to do any given task. This also means recognising the need for reasonable adjustments for disabled people to do the tasks of the job required.
- 6.3 All managers involved in recruitment and selection will undergo Recruitment and Selection training.

- 6.4 All employees and Councillors are entitled to an annual Personal Development Plan appraisal, with 6-monthly reviews. This provides a vehicle for assessing behaviours and competency, performance against equality objectives and targets, and also offers an opportunity to raise issues. In addition, equality and diversity is now a key competency contained within the employee competency framework.
- 6.5 All employees are required to attend Equality and Diversity Awareness training, and Managers are required to attend Managers Module training. Designated employees who are engaged in undertaking Diversity Impact Assessments will also receive relevant training.
- 6.6 Councillors are actively encouraged to attend Awareness and Councillors Module training, and the Council is committed to ensuring that Chairpersons and Vice-Chairpersons of all committees have received both training modules.

## **7. Roles and responsibilities**

### **Equalities Champions**

- 7.1 The Council has established two equalities 'Champions'. The Leader of the Council is the Councillor Champion, and the Assistant Chief Executive is the Officer Champion. Their role is to ensure the Council's commitment to equality and diversity is robustly applied within their respective areas of responsibility.

### **Equality and Diversity Working Group**

- 7.2 This group takes a central role in ensuring that the Plan is implemented across the whole authority, and that this work is co-ordinated and consistent. The achievement of the Plan itself and the Levels of the ESLG are dependent on all Directorates, Service Teams and individuals achieving the targets and standards set by them.
- 7.3 Meeting monthly, the Equality and Diversity Working Group (EDWG) is chaired by the Officer Champion, and is comprised of staff from across the organisation, and the Councillor Equalities Champion. Terms of reference for the group are attached as Appendix D.

### **Responsibilities**

- 7.4 The responsibility for meeting all the requirements set out in this plan are:

- The EDWG will have responsibility for guiding and assisting staff and Councillors in the implementation of this plan
- Overall responsibility for the plan will rest with the Assistant Chief Executive. He will be responsible for monitoring the implementation of the Plan; holding Directors and Service Team Managers to account for progress toward implementation of the plan within their service area; and reporting progress to Councillors
- Directors will have overall responsibility for ensuring that all service within their Directorates achieve their respective targets set out in the plan by the defined timescales. They will also ensure that members of the EDWG who are from their Directorates are able to access the appropriate support, authority and resources to undertake their responsibilities
- Service Team Managers will be responsible for achieving targets set within the plan that are assigned to them, within defined timescales. They will also ensure that the requirements of this plan are adequately reflected in their particular Service Plans, including arrangements for monitoring equalities and impact assessments
- Councillors will be responsible for supporting the implementation of the plan and ensuring that appropriate monitoring and scrutiny is in place to evidence effective implementation.

# Chester-le-Street District Council

## EQUALITY SCHEME

### FOREWORD

This Equality Scheme is of great importance to Chester-le-Street District Council and the community it serves. It documents the commitments that we are making to ensure that the Council meets and where possible, exceeds, the requirements of the general and specific duties contained specifically in the Race Relations (Amendment) Act 2000, the Disability Discrimination Act 2005, and the Equality Act 2006, and generally all other equalities legislation, regulations and codes of practice.

Previously, the Council's equality scheme was focussed on racial equality. However, because of new statutory duties placed upon providers of public services, councils are required to have both disability and gender equality scheme, the Council's scheme has been widened. Indeed, this equality scheme seeks to address all six strands of the equality agenda – race, disability, gender, sexual orientation, age and religion/belief.

No matter how far we progress in this field, it must always be recognised that we can still improve, therefore this scheme is seen as another stepping stone towards equality, not an end point. Key to the delivery of the scheme is the willingness of the council to work in partnership with other public service providers, the business sector, and the voluntary and community sector.

Through this scheme we wish to see a Council which wholly meets the needs of diverse communities within the District, delivers services sensitively and appropriately and with integrity. We ask our staff and Councillors to show a personal commitment to these aims.

We are determined that this approach will be adopted by not only our staff and Councillors, but by the wider community, whom we ask to support us in our efforts.

This document will be translated into clear and robust actions to make a positive difference to our communities.



Linda Ebbatson  
Leader of the Council



Roy Templeman  
Chief Executive

## 8. Introduction

- 8.1 Chester-le-Street District Council is committed to constantly improving services and ensuring that all sections of the community have equal access to them. We are also committed to eliminating all forms of discriminatory practice in respect of all social factors such as age, disability, ethnicity, gender, marital status, nationality, political perspective, race, and sexual orientation.
- 8.2 This Equality Scheme forms an essential part of our strategy to turn that commitment into action and positive outcomes for all citizens of the district. The Council will strive to ensure that all minority groups, no matter how small or isolated, will receive services which meet their needs.
- 8.3 The further development of this scheme has been achieved by working in partnership with other public bodies to consult with disabled people. As a result, relationships with other public service providers and the community and voluntary sectors have been greatly enhanced, and partnerships strengthened.

### Legislative duties

- 8.4 The Race Relations (Amendment) Act 2000, the Disability Discrimination Act 2005 and the Equality Act 2006, place a general duty on all public authorities. This duty means that when the Council carries out its duties (i.e. delivers services and employs people), it must have 'due regard to the need to':-
- Promote equality of opportunity
  - Eliminate discrimination
  - Eliminate harassment
  - Promote positive attitudes towards people from minority groups
  - Encourage participation in public life
  - Take steps to meet the needs of people from minority groups, even if this requires more favourable treatment
- 8.5 The General Duties are supported by a number of Specific Duties to which the Council will comply. These include the development of this scheme and monitoring of employment functions to measure their impact on staff from different minority groups.
- 8.6 These Acts, and indeed other equalities legislation, are not intended for public bodies to take a reactive and/or passive approach to equality. The Council must be proactive and positive, seeking out actual or potential discrimination within its services and employment practices and to actively

work in the community to determine the best way to deliver a range of services which meet the needs of all sections of the community.

- 8.7 We recognise that in fulfilling our duty to promote good relations with minority groups we are contributing to the wider aims of social inclusion, anti-poverty and community cohesion.

### Context and links

- 8.8 This Equality Scheme is complementary to a number of other strategies and plans. The Corporate Equality Plan details how the Equality Scheme fits into the wider equality agenda, and this scheme is an integral part of that Plan.
- 8.9 The scheme is also complementary to the Equality Policy, the Dignity at Work Policy, the Employee Code of Conduct and the Employee Competency Framework, the Members Code of Conduct, the Improvement and Recovery Plan, the Crime and Disorder Strategy, the Corporate Plan, and the Sustainable Community Strategy.
- 8.10 A draft action plan given at Appendix A jointly addresses the requirements of the Corporate Equality Plan, this Equality Scheme and the Equality Policy.

### The demography of the District

- 8.11 According to the Census of 2001, the District of Chester-le-Street has a population of 53,692. It is likely that this population has grown in the intervening years, due to new housing developments. We can be sure that the black and minority ethnic population of the District is growing, much in line with the rest of the UK.
- 8.12 In terms of ethnicity, the 2001 Census shows the following demography:

White	99%
Mixed heritage	0.3%
Asian / British Asian	0.3%
Black / Black British	0%
Chinese and other	0.4%

A wider breakdown of the ethnicity within the District is given at Appendix E.

- 8.13 These figures are likely to be an under-calculation as research indicates that in the Census, black and minority ethnic (BME) groups are under represented. The figures are well below the national average for BME



communities, which stands at about 10.4%. The majority of the BME population are resident in and around the wards of North Lodge, Edmondsley and Waldrige, and Sacriston.

### **Gypsy/Travellers**

- 8.14 Currently, the Gypsy & Traveller community is the largest ethnic minority within the District. There is one Gypsy/Travellers site situated within the District, at Drum Lane. This provides 14 bays, 10 single and 4 double, for up to 30 caravans. The site is extremely well used, and in fact, there is a waiting list for occupancy.
- 8.15 An officer within the Council has responsibility for liaising with groups. We also work closely with the County Council's liaison officer.

### **Asylum seekers and refugees**

- 8.16 There are no asylum seekers or refugees living within the District. Regionally, 10 large unitary local authorities support asylum seekers. They are Newcastle, Sunderland, Middlesbrough, and Stockton on Tees, Gateshead, North Tyneside, Redcar & Cleveland, South Tyneside, Hartlepool, and Darlington.

Regional information is reproduced at Appendix J.

### **Age**

- 8.17 In line with the national trends, life expectancy within the District is rising. In 2003 the percentage of the total District population aged 65 and over was 16.25%. It is projected to rise to 19% by 2011, 21.9% by 2016 and 24.05% by 2021. This represents an overall increase of 51.96%.

### **Gender**

- 8.18 Of the overall population figure of 53,692, the gender split is 26,081 male and 27,611 female, which follows regional and national trends.

### **Religions**

- 8.19 According to the Census, people within the District gave their religion as follows:

Christian	84%
Buddhist	0.1%
Muslim	0.2%
Sikh	0.1%

Other	0.1%
No religion	9.8%
Not stated	5.5%

- 8.20 Other socio-economic facts about the District can be found in our District Profile, which is available on the Council's website: [www.chester-le-street.gov.uk](http://www.chester-le-street.gov.uk), or in paper copy on request to Jeremy Brock, Strategy Adviser, Chester-le-Street District Council, Civic Centre, Newcastle Road, Chester-le-Street, DH3 3UT, or on 0191 3878 2042.

## 9. Celebrating diversity in the District

- 9.1 The council is committed to celebrating diversity throughout the District. The Council's Arts Team facilitate access to high quality artists, arts activities and creative opportunities for people of all ages and cultures. We aim to enable people to engage with the arts in a meaningful way, raising aspirations and achievements on an academic, social, spiritual and individual level.

- 9.2 Over the last 12-18 months, the council has celebrated diversity through the following:

- Durham Brass Festival 2005 and 2006
- Sport and Arts Directory 2006 (Inclusive information publication)
- St Bede's Family Creative Writing Group (Family inclusive in Sacriston)
- New Ensembles Project (An inclusive music project for young people)
- Flex Dance Company relocate to the Riverside Sports Pavilion (Flex are a dance group whose members all have learning difficulties)
- "Coming Home to your voice" with Stella Davies-Frayne and Cuthbert Resource Centre (this was a 'soul singing' health project specifically for adults who experience severe and enduring mental health problems)
- Community Moves dance and movement course (an inclusive dance and health focussed course)
- Access Arts Initiative (a new arts scheme aimed at increasing access to local and regional arts attractions and events)
- Elements - Iroko African drumming @ St Bede's RC Primary and Annapurna dance company @ Pelton Fell Community Centre (Elements is a touring theatre scheme which we buy in to and actively promotes cultural awareness)
- Performances at the Gala Theatre by ISPMC, New Ensembles and The Ramayana Easter 2006 Funky Junk workshops in partnership with Integrating Children

- Flex Dance Education programme in CLS Schools (as above)
- Celebrate International women's day
- XS Substance Misuse film and drama project for young people across the county
- Adult Learners' Week 2005 and 2006 (this year we added a focus of 'celebrating age' as part of the Action Learning Set)
- Brass Festival 2005 and 2006 (this year again had a multi cultural theme)
- Funky Monkey and Juicy Fruits – A puppetry project running in schools and childcare establishments to promote the five a day with children and families (an inclusive project)
- Youth Dance Programme – Tin Productions
- Art exhibitions, displaying art works from local community groups, including disabled artists
- Chinese Arts project (in February 2006 to celebrate the Chinese New Year)

9.3 The council has developed a cultural calendar, and staff are made aware of significant days, weeks or months via our intranet. Further development of the calendar is planned, working in conjunction with our partners within the Local Strategic Partnership, particularly around developing a programme of events.

9.4 We display publicity from partner organisations regarding cultural events on our intranet. We also intend to develop our website to include much more information about what the council and its partner organisations are doing in terms of equality and diversity, including links to relevant websites.

9.5 During 2006, the council embarked upon a programme of Organisation Development. Part of this programme was the introduction of Action Learning Sets, whereby teams of people were brought together to tackle specific issues. One such Action Learning Set was tasked with delivering a programme of events to celebrate cultural diversity. The team held a staff training event around age issues and an awareness raising day on sexual orientation, both of which were well received by staff, councillors and other stakeholders. An 'It's a Knockout' fun day was held, where of able bodied staff and their families came together with disabled people to form teams in a light-hearted competitive spirit. The day was extremely successful, and it is hoped to make this an annual event, perhaps even drawing in teams from other councils.

## **10. How this equality scheme was developed**

### **Race equality scheme**

- 10.1 The Council's first Race Equality Scheme, was reviewed and found to be insufficient to fully meet the requirements of the Race Relations (Amendment) Act 2000. Particularly, the Corporate Equality Plan did not lay out the Council's commitment to race equality in terms which were best practice. The first scheme (CEP) was largely an action plan that achieved varying levels of success.
- 10.2 The revised race equality scheme, which was incorporated into the Corporate Equality Plan 2005/2008, was more robust, timely and monitored.

### **Extension of the scheme**

- 10.3 With new legislation coming into force, requiring the council to have a Disability Equality Scheme by December 2006, and a Gender Equality Scheme in place by April 2007, the decision was made to expand the existing race equality scheme to encompass all six strands of the equalities agenda, ie race, disability, gender, sexual orientation, age and religion. This generic scheme will be underpinned by specific action plans for race, disability and gender as a minimum.

### **Developing the disability action plan**

- 10.4 In developing the disability action plan, we have involved disabled people from the beginning. In addition, and to ensure a more joined-up approach, Chester-le-Street District Council worked in partnership with the other County Durham district councils, the County Council, Police and Fire & Rescue Services, and Durham University, to consult and involve disabled people. A successful joint consultation was held at County Hall on 21 July 2006, which over 70 people attended.
- 10.5 Feedback from that event was then used as the basis for a focus group discussion with disabled people and/or their representatives who live and work within the district.
- 10.6 Both events helped us to gain a better understanding of the needs of disabled people in our area, and to draw up a draft action plan, which is given in Appendix A. This draft scheme and action plan will be sent to stakeholders, partner organisations, Councillors, employees and trade unions for comment.

## Formal adoption

- 10.7 Once any revisions are made, we will put this scheme forward to Councillors for formal adoption. This is a vital step as the whole organisation, including the elected representatives of the community must have ownership of the scheme.

## 11. Core values

- 11.1 At the heart of our work are the core values, as expressed in our Corporate Plan 2006/2009, and in our Improvement and Recovery Plan. We aim to be:

- An authority that is customer focused, that understands the needs of its communities and values resident and business engagement
- An authority that is value added based, where services are focused on outcomes and success is measured by the impact on the quality of life of local people
- An authority that learns from experience and the experience of others, is open to external challenge and operates comfortably in a mixed economy
- A council that acts as 'One Team' where staff and Councillors work together and have a clear understanding of their role and the contribution they make to service and corporate priorities
- A culture of performance management where service plans are closely aligned to the Community Strategy and where staff development and training is prioritised
- A council that is accessible to everyone, and to commit to equality whilst recognising diversity
- A council that is active both regionally and nationally

- 11.2 We fully recognise that all aspects of equality will play a central role in delivering these values within our services. This Equality Scheme therefore will inform how that integration takes place.

- 11.3 It is also recognised that equality of opportunity in access to services is particularly difficult to achieve with some sections of the community who are least likely to take up council services and/or isolated groups such as gypsies/travellers.

## 12. Leadership and commitment

- 12.1 The Council clearly set out its commitment to equality in its Corporate Plan 2006/2009, as follows:

We want to ensure that everyone using our services are treated fairly and without prejudice or discrimination. We also know that all of our customers are different. Our community is becoming evermore diverse. We want to celebrate and encourage this diversity. We are committed to ensuring that no-one is excluded from being able to use any of our services and that all of our customers have the same opportunities to improve their quality of life. All customers should have equal access to the services provided by the Council. This means that people have different needs and requirements and we will do all we can to meet these.

Our staff will respond promptly, politely and sensitively to all of our customers and have specific customer service standards and targets to work to. Our services will be flexible and offer choice. To meet this commitment, we have ensured that all of our staff and Councillors have been properly trained, and more training is planned for the future.

We will continue to work towards complying with the requirements of the Disability Discrimination Act and the Race Relations Amendment Act to make sure that the services we deliver and the facilities we deliver them from are fully accessible for disabled customers and for customers whose first language is not English. In improving access and communication we want to reach those members of the public who are normally least likely to take up our services.

We will also ensure that we continuously improve the level to which we comply with the Equality Standard for Local Government.'

- 12.2 The Council will demonstrate its commitment to equality by ensuring that appropriate resources are made available to implement this scheme and other aspects of our Equality Plan.
- 12.3 One example of how this commitment is already being acted upon is the inclusion of Equality and Diversity as a key competency in both the Employee Competency Framework and the Councillors Competency Framework.
- 12.4 We will demonstrate our leadership on the issue of equality by ensuring that we become role models to the community in terms of fairness and non-discrimination. We will make sure that our staff are fully briefed as to their responsibilities under all equalities legislation, as well as holding more senior staff to account for their actions in respect of the implementation of this scheme.

- 12.5 Equality and diversity will feature strongly in measuring the performance of all our organisational leaders – senior officers and Councillors.

### **13. Scrutiny**

- 13.1 The Chief Executive, Roy Templeman, will have overall responsibility for internal monitoring, supported by the Corporate Management Team. The Officer Equalities Champion (Ian Forster, Assistant Chief Executive) will ensure that a portfolio of evidence is available to support the scrutiny process, principally through the work of the Equality and Diversity Working Group.
- 13.2 We would expect staff associations and unions to become involved in the scrutiny process, once a precise role for them has been established.
- 13.3 The Council has established an elected Councillor Equalities Champion who is Cllr Linda Ebbatson, Leader of the Council. This portfolio supports the Councillors' clear commitment to the equalities agenda. Councillors will scrutinise progress on this scheme through the normal reporting and scrutiny procedures.
- 13.4 We will also encourage key external organisations such as our partners in the District Partnership to become involved in the scrutiny process to ensure that a full independent and informed view is taken of our progress towards implementation of the scheme.
- 13.5 Once a Diverse Service Users Forum is established (see below), it will be possible to include its members in the scrutiny process, thus establishing a comprehensive and diverse feedback system on progress. Furthermore, improvement to the mechanisms for consulting on diversity impact assessment will enhance scrutiny of the council's policies, procedures and practices.

### **14. Consultation and involvement**

- 14.1 It is recognised that the current methods of consultation may not fully meet the requirements of this Equality Scheme to collect disaggregated data which will identify actual and potential discrimination.
- 14.2 Consultation is not the dissemination of information about council policies or services. It should involve genuine and meaningful participation, a dialogue involving all sections of the community, not just those who have traditionally communicated with the council. This might include users,

potential users, those who live, work and study in the area, businesses large and small, and those who visit and travel through the area.

14.3 For councils such as Chester-le-Street with small BME and other minority communities, the challenges around consultation are considerable. Officers may not be aware of which different communities actually live in the area, or where they are, let alone how they might connect with these residents, and how they might make consultation relevant.

14.4 Consultation will involve ascertaining:

- What the Council's current customer base is and how and when its services are used
- Whether different clients/customers/citizens experience the particular function or policy differently
- Whether different clients/customers/citizens know about a function or policy, how to access it and how to use it
- Whether different clients/customers/citizens are treated equitably
- What outcomes different clients/customers/citizens desire or should experience

14.5 We will set up a Diverse Service User's Forum (DSUF) who will assist the Council and its partners to:

- Monitor the effectiveness of services to all sections of the community
- Identify barriers to access to Council and other services provided by partner organisations from each section of the community
- Determine the nature of appropriate Council (and other organisations') services and priorities in respect of changes to services

14.6 It is important that the Council develops a mechanism by which it can consult minority groups on its diversity impact assessments. This will be developed as a matter of priority.

14.7 This is not to say that existing consultation and involvement mechanisms will not play an important part in the processes identified above. The Tenants' Panel will continue to provide an overview of the experiences and needs of tenants, and the Council will make full use of other consultation mechanisms that are set out in its Customer Excellence Strategy and Community Engagement and Involvement Strategy.



## 15. Impact assessment

- 15.1 Councils have a duty to identify all the functions and policies that are carried out by the Council, and assess how they do, or may, affect minority groups within our community.
- 15.2 A number of staff were trained by experienced consultants in the equalities field to carry out diversity impact assessments. Subsequently they are training other employees as assessments are required to be carried out within their specific service teams or areas.
- 15.3 A preliminary list of functions and policies produced by the Council in 2005 is shown in Appendix F. This list will continue to expand and develop as diversity impact assessments take place.
- 15.4 A review of the methodology for undertaking diversity impact assessments will be undertaken following the first year of undertaking diversity impact assessments to identify areas for improvement.

### Definition of a policy

- 15.5 The Commission for Racial Equality defined a policy as 'the formal and informal decisions about how a public authority carries out its duties and uses its powers'.
- 15.6 This definition clearly includes those informal aspects of work such as practices and customs. When 'policies' are identified, these will include those procedures and practices which are common to service teams but are not necessarily available as a written process.
- 15.7 Those responsible for the identification of functions and policies have been trained to use this definition to determine the lists.

### Relevance assessment

- 15.8 All of the functions undertaken by the Council were assessed for relevance to equality, using the template at Appendix G. This template uses the following criteria to identify functions/policies, their relevance to equality and the priority that they should be given for impact assessment, that is the *degree* of relevance to equality.

How relevant is the policy to Equality Impact Assessment?		What is the degree of relevance to Equality Impact Assessment?		What priority would you give this function/ policy
Does the function/ policy involve the public or have consequences for them?	Is there any reason to believe that any minority groups <b>could be</b> differently affected by this policy/function?	How much evidence do you have?	Is there any public concern that the functions/ policies are being operated in a discriminatory manner?	Top Priority (Year 1)  Medium Priority (Year 2)  Long Term Priority (Year 3)

A programme of impact assessments is given in Appendix C.

### Proposed policies

- 15.9 During the drafting process of all new and revised policies, those responsible will be required to impact assess the proposed policy for relevance to equality using the template at Appendix H.
- 15.10 Before adopting the policy, Councillors will ensure that the appropriate assessment has been undertaken and that the assessment of relevance to equality is accurate.

### Partnership

- 15.11 Where a policy is owned by the Council and a partner (which includes contractors), or where a partner's policy directly or indirectly affects Council services, the Council will be responsible for identifying those policies, assessing their relevance to equality and undertaking an impact assessment. This will be carried out in accordance with the Council's Partnership Protocols, or in the case of contractors, the Corporate Procurement Strategy.

### Training on impact assessment

- 15.12 A number of staff have already been trained to undertake impact assessments, and more will be trained at times relevant to the impact assessment programme. The training covers the following areas:
- A general knowledge of the legislation
  - Purpose and principles of impact assessment
  - Understanding and identifying disadvantage and discrimination in all forms
  - Understanding the impact assessment template

- How to conduct an impact assessment
- Involving the public in impact assessment

## 16. Monitoring practices and activity

- 16.1 Monitoring is an essential part of the impact assessment process. It will enable us to assess whether specific areas of our activity impacts on different ethnic groups differently, in particular any such groups that are disadvantaged or discriminated against.
- 16.2 The results of this monitoring will enable us to identify areas of activity and service that require reform or improvement.

### Monitoring areas

- 16.3 We will scrutinise the following aspects of our services:

Levels of participation	-	Under/over representation of particular minority groups
Levels of satisfaction	-	All groups are satisfied with the service we provide
Levels of relevance	-	Addressing the real needs of all communities
Levels of appropriateness	-	Checking that services are delivered in a culturally sensitive manner
Levels of use / access	-	Identify the differing minority groups that currently use our services. This information will be used to identify any barriers that prevent their access to our services

### How we will monitor

- 16.4 We will monitor in accordance with the council's Equalities Monitoring Protocol, which is attached as Appendix K.

## **17. Procurement**

- 17.1 The procurement process plays an important part in ensuring that our policies and practices are not compromised or diluted by engaging companies and individuals who do not share the Council's commitment to equality.
- 17.2 We will ensure therefore, that when any function or aspect of service is put out to tender, we will include criteria for assessing the level to which respondents to the tender can support the Council to achieve its aims.
- 17.3 Monitoring processes will be designed and implemented to ensure that applicants' equality policies and strategies are disclosed and that they produce evidence of activity to ensure equality by those employees involved in delivering services on behalf of the Council.
- 17.4 These requirements are reflected in the Council's Procurement Strategy 2006.

## **18. Publishing assessment, consultation and monitoring results**

- 18.1 The Council will publish an annual report which will contain information on the following, obtained as a result of this scheme:
- Activities undertaken to achieve the aims of the Equality Scheme, including reports on the activity of the Equality and Diversity Working Group
  - Details of all policies that have been assessed for their impact on equality
  - Actions taken to rectify any adverse impact identified as a result of the impact assessment process
  - The results of public consultation, particularly pertaining to impact assessment

### **Methods of publication**

- 18.2 The information above will be published in the following ways:

- Internet

The annual report will be available at [www.chester-le-street.gov.uk](http://www.chester-le-street.gov.uk). Our website has a 'read-speak' facilities that allows people with visual impairment or reading difficulties, to hear a verbal report. Further

website development to increase accessibility across a range of disabilities is planned.

- Podcasts: downloads to MP3 players and iPods
- Written report

A written report will be made available in English and other relevant languages, Braille and in large print, on request.

- CD / audio tape

To ensure that members of the community who are blind, sight impaired or have reading difficulties can access the report, we will make it available on CD or audio tape, on request.

- Videos / DVDs may be also used to consult stakeholders or promote the work of the Council.

## **19. Ensuring public access to information and services**

19.1 The Council's Customer Excellence strategy includes a number of projects aimed at improving access to services and monitoring and measuring those groups of the community currently using existing services. Within the development of each project, the needs of minority groups will be assessed based upon the information presently available or by encouraging their engagement in the consultation process.

19.2 The projects include:

- Development of a corporate customer relationship management system that allows access and tracking of service usage by minority groups.
- Review of the corporate complaints policy and procedures to enable measurement of those groups making complaints, their level of satisfaction with the handling of complaints and the effective handling of claims of harassment.
- Setting corporate and service team standards of service that are clear and consistent. The standards will be monitored and performance published across the authority. Local residents from all communities will be encouraged to participate in consultation exercises associated with the development of these standards.

- Customer care training for all service delivery staff that will include specific modules on dealing with ethnic minority groups and raising awareness within service areas.
  - Development of the Council's website to promote opportunity for involvement and access to services for all aspects of the community.
- 19.3 Customer Excellence Strategy, along with the Community Engagement and Involvement Strategy, will focus on consultation plans and customer satisfaction surveys to ensure that the needs and views of minority groups are captured and used to inform the Council's decision making processes.
- 19.4 The Council will work hard to ensure that all sections of the community have equal and fair access to all of our services. It is recognised that different communities will require different ways to access information about our services. We will detail the work that we have undertaken in this regard in the report detailed at paragraph 18 above.
- 19.5 The Council will use the following methods of ensuring that these aims are achieved:
- All publications will contain information advising customers how they can access versions in other languages.
  - The Council will make effective use of externally provided facilities, and where possible our own staff who speak other languages to provide effective translation services to provide both interpretation and translation services.
  - The main reception area will have an induction loop system to ensure effective communication with those who have hearing difficulties.
  - The Council's new website will contain a read/speak facility. This will read out the content of the web page for those who have a visual impairment or reading difficulties.
  - Proposals are also being developed to provide a translation service directly onto the website. This will allow those within the community whose first language is not English to access electronic information and make best use of on-line services.
- 19.6 Further proposals will be developed as part of the on-going consultation with minority groups.

## 20. Staff and Councillor training

- 20.1 In 2005 the Council undertook a process of identifying the training needs of staff in respect of all aspects of equality. It was apparent that most staff were starting from a point of little or no knowledge, other than that which they had picked up from other employment and education outside of their experiences in the workplace.
- 20.2 As a result of that process, we developed an Equalities Training Competency Matrix which identified those competencies that all staff will need to achieve to deliver the Corporate Equality Plan and support the implementation of the Equality Policy and this Equality Scheme.
- 20.3 The matrix identifies competencies for all staff at the following levels:

1.	All staff	This level is the basic awareness level for equality and diversity. It includes training on the general duty
2.	Service delivery staff	The second level ensures that those responsible for delivering services to the public are able to do so in line with the requirements of this Scheme and other equality plans and strategies
3.	Managers	Staff with management responsibility will achieve competencies which enable them to meet their duties under the general and specific duties, and where applicable, strategic responsibilities

A copy of the matrix is attached at Appendix I.

- 20.4 All new employees now receive Equality and Diversity Awareness training, and where appropriate, Managers training. This training has been scheduled into the Council's Corporate Training and Development Plan and is a key element of the induction process.
- 20.5 Along with the generic Equality and Diversity Awareness training module, Councillors will receive briefings and training specific to their role, particularly in respect of scrutiny and support for the Council's strategies in respect of equality. The Council has made a commitment to ensuring that Chairpersons and Vice Chairpersons of all committees will have undergone both modules of equality and diversity training before taking up [their roles](#).

## **Delivering equality training**

- 20.6 During 2005/06 the Council rolled out training with the 'all staff' awareness training model. We engaged the services of a Diversity Training provider to undertake this work. This company (Equilibra) is the same as that which has assisted the organisation to develop the Competency Matrix and the Equality Policy.
- 20.7 The Council has delivered awareness training to all staff, and equalities training for new employees is now identified as part of the induction process.
- 20.8 All managers have also received the specific managers' module training, and future training needs will also be identified through the induction process.
- 20.9 In conjunction with the Learning District Partnership and New College Durham, we are working to identify training and qualification opportunities in equalities based customer care training. This will be particularly aimed and front line service delivery employees.
- 20.10 Training has been provided for Councillors on general awareness and a module specifically on Councillors' roles and responsibilities. The uptake of this training has been very positive. In addition, we now include information on equality and diversity in the Members induction pack.
- 20.11 Equilibra provided training for eight members of staff that will enable them to undertake awareness training for staff and Councillors in the future, thereby ensuring transference of learning and skills to the organisation. Two further members of staff are now skilled to deliver training to enable service staff to undertake diversity impact assessments.

## **Raising awareness**

- 20.12 Alongside the formal training detailed above, the council will develop a programme of short awareness raising sessions, covering all 6 strands of the equality agenda. These may be provided in-house, by our partner organisations, or specialist providers. All staff and councillors will be actively encouraged to participate in these sessions.

## **Monitoring the training**

- 20.13 The EDWG will be responsible for monitoring the effectiveness of the training on a quarterly basis. They will be responsible for preparing an annual report for Councillors, who will scrutinise the process and its effectiveness.



20.14 PDP interviews will aid discussions on how the training received has been implemented and used, evaluating its success. In addition, post-training evaluation forms will be monitored by the Human Resources team.

## **21. Monitoring employment**

21.1 It is recognised that the Council's staff do not reflect the diversity of the population of the District. The Council will therefore work to achieve such representation within five years, by reviewing its current employment/recruitment methods, and enlisting the help of specialised external agencies to assist us where necessary. Setting specific targets in this respect will be a matter for the EDWG to consider.

21.2 In order to comply with its statutory duty, the Council will monitor the recruitment, retention and progress of all staff. The Human Resources team will be responsible for this monitoring process. Reports will be prepared for the EDWG who will then be responsible for recommending changes within the human resources procedures and employment practices.

21.3 Specifically, we will monitor the following areas of activity by racial groups to which they belong by the numbers of:

- Staff in post
- Applicants for employment, training and promotion
- Staff who receive training
- Staff who benefit or suffer detriment as a result of performance assessment procedures (PDP)
- Staff who take up grievances
- Staff subjected to disciplinary procedures
- People who cease employment

21.4 The results of this monitoring will be published annually, together with those measures taken to rectify detriments and disadvantage.

## **22. Complaints, feedback and comments**

22.1 All complaints, feedback and comments about this Equality Scheme should be made to:

Ian Forster  
Assistant Chief Executive  
Chester-le-Street District Council  
Civic Centre  
Newcastle Road  
Chester-le-Street  
Durham  
DH3 3UT

Telephone: 0191 387 1919

E-Mail: [ianforster@chester-le-street.gov.uk](mailto:ianforster@chester-le-street.gov.uk)

### **What will happen to the complaint or feedback**

- 22.2 All complaints will be handled in accordance with the Council's corporate Comments, Compliments and Complaints procedure.
- 22.3 Your communication will be acknowledged within 3 working days. The Assistant Chief Executive will investigate the matter if a complaint, or in the case of feedback, will pass this to the appropriate head of service, or the EDWG for action if necessary.
- 22.4 In either event, we will respond with the result of the investigation or passing on of the feedback, in writing (or other suitable format) within 10 working days. In the event that the matter cannot be resolved, or the feedback cannot be acted upon within this time frame, we will respond to you with the final outcome in writing (or other suitable format) within 25 working days.
- 22.5 If you are dissatisfied with the outcome of a complaint, then you will be sent information about how to complain to the current 3 commissions: CRE, DRC and EOC. Later in 2007 these 3 commission will come together under the umbrella organisation of Commission Equality and Human Rights.
- 22.6 Councillors will be responsible for monitoring the complaints process, outcomes and referrals to the relevant commissions (or CEHR) as part of the quarterly performance management report. In addition, Councillors may receive complaints directly, or where in the event that a complaint has not been resolved to the satisfaction of the complainant, ensure that a full internal independent review is conducted in conjunction with the Council's corporate complaints

# Chester-le-Street District Council

## EQUALITY POLICY

### Equalities Vision Statement:

The Council will integrate diversity and equality best practice into its services. This will ensure equality of service delivery to all members of the community, an inclusive, discrimination-free work environment and compliance with all aspects of equalities law and governmental strategies.

### 23. Definitions in support of this policy

- **Racism**

23.1 'Racism in general terms consists of conduct or words or practices which disadvantage or advantage people because of their colour, culture or ethnic origin. In its more subtle form, it is as damaging as in its overt form'. *(As defined in the Stephen Lawrence Inquiry)*

- **Racist incident**

23.2 'A racist incident is any incident which is perceived to be racist by the victim or any other person.' *(as defined in the Stephen Lawrence Inquiry)*

- **Sexism**

23.3 'This is where a woman (or man) is treated less favourably than a person of the opposite sex in comparable circumstances is, or would be, because of her (or his) sex.' *(as defined by the Equal Opportunities Commission)*

- **Institutional discrimination**

23.4 'The collective failure of an organisation to provide an effective and professional service to people because of their colour, culture or ethnic origin, nationality, religious belief, gender, disability, sexuality or other status. It can be seen or detected in processes, attitudes and behaviour that amount to discrimination through unwitting prejudice, ignorance, thoughtlessness and stereotyping which disadvantages people.' *(As defined in the Stephen Lawrence Inquiry)*

- **Discrimination**

23.5 'Discrimination consists of conduct or words or practices which disadvantage or advantage people because of their colour, culture or ethnic origin, nationality, religious belief, gender, disability, sexuality or other status.' (*as defined in the Stephen Lawrence Inquiry*)

23.6 The Council's definition of discrimination includes direct and indirect forms of discrimination:

**Direct discrimination** occurs when a person is treated less favourably than others would be, on grounds that are not justifiable, such as race, gender, disability or other status.

**Indirect discrimination** consists of treatment that appears to be fair and is applied to everybody equally, but has an unjustifiable adverse impact on a particular group.

## 24. Policy Objectives

24.1 This Policy will:

- i) Detail all current statutory and non-statutory equalities duties and identify the Council's commitment to meet them.
- ii) Establish clear lines of responsibility for the actions set out in the policy.
- iii) Demonstrate the Council's commitment to systematic consultation and to sign post methods of so doing.
- iv) Detail how equality practice will be improved at both corporate and service level.
- v) Establish the resources required to improve equality practice.
- vi) Detail how the Council will provide fair services to all sections of the community.
- vii) State how the Council will identify and eliminate discrimination within services and employment practices.
- viii) Signpost the methods by which groups within the community whose needs and/or requirements are less well met by Council services will be identified and such services improved.
- ix) Identify how the community and workforce will be profiled.
- x) State the methods by which access to services, service delivery and usage will be monitored using disaggregated data.
- xi) Detail how equality action planning and target setting will be undertaken by services.

- xii) Detail how fairness will be built into recruitment and employment practices and the equal pay policy.
- xiii) State how recruitment, promotion, training, pay, disciplinaries, grievances and exit from employment will be monitored.
- xiv) Demonstrate commitment to self assessment, audit and scrutiny using nationally and locally developed performance indicators.
- xv) Identify how the Council will engage in positive action.

This policy is not intended to translate its intention into action plans. Such details will be provided within the Corporate Equality Plan (CEP) which provides a comprehensive framework for the implementation of these policy objectives.

## **25. Statutory and Other Equalities Duties**

25.1 The Council is committed to meeting its statutory duties under the following legislation and Codes of Practice:

### **Race**

- Race Relations (Amendment) Act 2000
- Race Relations Act 1976
- Asylum & Immigration Act 1996
- Race Relations Act 1976 (Amendment) Regulations 2003

### **Disability**

- Disability Discrimination Act 1995
- Disability Rights Act 1999
- Disability Discrimination Act (Amended) 2005

### **Gender**

- Equal Pay Act 1970 (amended)
- Sex Discrimination Act 1975 (amended)
- Sex Discrimination Act 1986
- Equal Pay (Amendment) Regulations 1983
- Sex Discrimination (Gender Reassignment) Regulations 1999

### **Other**

- Human Rights Act 1998
- Rehabilitation of Offenders Act 1974
- Protection from Harassment Act 1978
- Human Rights Act 1998
- Crime and Disorder Act 1998
- Criminal Justice and Public Order Act 1994
- Data Protection Act 1998
- Freedom of Information Act 2000
- Employment Protection (Part-time Workers) Regulations 1995
- Employment Rights Act 1996

- Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002
- Employment Act 2002
- Employment Equality (Sexual Orientation) Regulations 2003
- Employment Equality (Religion and Belief) Regulations 2003
- Employment Relations Act 2004
- Employment Equality (Age) Regulations 2006
- The codes of practice issues by the Commission for Racial Equality, the Disability Rights Commission and the Equality Opportunities Commission (Commission for Equality and Human Rights from 2007)

### **Meeting the Statutory Duties**

- 25.2 All employees have a duty to ensure that they not only act within the terms of the Acts and Codes of Practice listed above, but also within the spirit of them. Our monitoring processes, self assessment and audit and scrutiny will focus on the extent to which duties under these Acts and Codes of Practice are met and how we can improve our compliance.
- 25.3 Where breaches and/or failure to fully comply with any aspect of these Acts are identified the Council will ensure that a full investigation is undertaken. Where necessary, key stakeholders will be consulted and involved and revisions of policy, procedure or practice will be made at the earliest opportunity. It is important to recognise that where such failures of compliance or breaches occur the Council's primary responsibility is to learn from and rectify the situation as soon as reasonably practicable.
- 25.4 All employees have a duty to report any instances of apparent failures in compliance and to make recommendations in respect of practice and/or policy, which would lead to improvement in levels of compliance.

## **26. Lines of Responsibility**

- 26.1 Overall, the Chief Executive has responsibility for ensuring that the Council is compliant with all aspects of equalities legislation, develops and maintains fairness in service delivery and employment practice and meets governmental and local targets for equality.
- 26.2 The Council has statutory obligations to ensure equality of service delivery across a broad spectrum of diversity. Councillors, regardless of their political perspective, have a clear duty to fairly represent all sections of the community, including those who are disadvantaged, alienated or less well served. This policy does not imply that the needs of some are more important than others' needs. Even if there are very small numbers a

particular section of the community within the District, Councillors must ensure that their needs are appropriately met. They have a clear responsibility to support the implementation of this policy through the appropriate allocation of resources, direct support of officers and involvement in appropriate groups and committees.

- 26.3 Otherwise responsibility for meeting equalities targets, monitoring, scrutiny, development of best practice, elimination of discrimination and allocation of appropriate resources will be the responsibility of those detailed in each section of this policy.

## **27. Consultation**

- 27.1 It is recognised that the current methods of consultation and involvement may not, at present, ensure that all sections of the community are fairly represented. However, our policy is to ensure that all sections of the community are not only represented in the consultation and involvement process, but have equal access to influence service delivery. Our actions to achieve improved consultation are set out in the Community Engagement and Involvement Strategy 2006.
- 27.2 The Council intends to establish a Consultation Forum in partnership with the District Partnership, ensuring that all sections of the community are represented. The District Partnership has adopted the Council's Community Engagement and Involvement Strategy.
- 27.3 The Council also intends to develop an impact assessment group, specifically to act as a consultative body on diversity impact assessment reports.
- 27.4 We will collect qualitative data in respect of access to and usage of services to establish potential or actual disadvantage or discrimination, in line with our Equalities Monitoring Protocol. We will also establish the specific needs of each section of the community to ensure that, wherever possible, these needs are met.
- 27.5 Directors and Service Team Managers will have responsibility for ensuring that the consultation process and the data gathered will be both relevant and useful in order to improve equality of service delivery.
- 27.6 The Council will ensure that all staff have equal access to the consultation process and that the methods by which data is gathered clearly identify the issues relevant to all members of staff, particularly those from minority groups, such as black and minority ethnic and disabled staff. Trade Unions have a central role to play in this consultation process and will be

encouraged to represent the diverse range of views of staff and to support the articulation of minority view points.

- 27.7 The methods by which the community consultation and involvement process will be undertaken and how information and data gathered will impact service delivery and employment practice is detailed in the Community Engagement and Involvement Strategy and the Equalities Monitoring Protocol.

## **28. Developing Equality Practice**

- 28.1 Each service is required to integrate equalities into its service plan. The national performance indicators provide a basic framework for performance, however, the Council seeks to improve equality practice through the following:

### **The Equality Standard for Local Government (ESLG)**

- 28.2 The Corporate Equality Plan details how each level of the Standard will be met and the target dates for the achievement of those levels. The Council recognises that mere commitment to the achievement of the Equalities Standard would be insufficient unless we can demonstrate the achievement of each level. To this end, Directors of Service are responsible for ensuring that a portfolio of evidence is maintained, containing data which clearly demonstrates the achievement of the Standard at each level.

### **The Equality Scheme**

- 28.3 The Council's Equality Scheme details how we will eliminate unlawful discrimination on the grounds of race, disability, gender, age, religion or sexual orientation, promote equality of opportunity and good relations between racial groups. All services must ensure that the Equality Scheme forms a primary template for the improvement of equality of service delivery and fair employment practices. Within the Scheme the Council details how it will consult with and involve staff and members of the wider community in the improvement of equality. Directors and Service Team Managers are responsible (and have a statutory liability) to ensure that the Equality Scheme is implemented robustly and appropriately.

### **Impact Assessment**

- 28.4 This process will be carried out both corporately and at service level, under the requirements of the ESLG and Equality Scheme. Such impact assessment and the revisions to policy, practice and procedure will form a



key method of equality improvement for the Council. All data gathered under this process will be appropriately assessed and, where necessary, recommendations to changes in policy, procedure or practice will be made. Appropriate revisions to policy, procedure or practice resulting from these recommendations will be made promptly to ensure that the longevity of any potential or actual discrimination is minimised.

### **Policies on Recruitment, Selection, Retention, Training and Development**

- 28.5 These policies will detail how fairness will be built in to Personnel practice. All managers with responsibility in these areas will be trained to enable them to comply with the requirements of the policies. Such managers have a duty to ensure that instances of apparent disadvantage when carrying out practices under these policies are reported immediately. Appropriate action to review and revise the policies where appropriate will be taken. All staff and applicants will be encouraged to comment upon the extent to which these policies are applied fairly.
- 28.6 In order to underpin its commitment to equality in employment, the Council has developed supportive policies eg guaranteed interviews for people with disabilities/from under-represented groups who meet the essential criteria of a job, flexible working, job-share, travel arrangements, and child dependant care leave. The Council is committed to identifying gaps in its employment policies and taking action to remedy these. The Council will consult regularly with employee representatives.
- 28.7 The Council recognises the value of a workforce in which people from differing backgrounds are encouraged to introduce fresh ideas and perceptions, enabling it to deliver high quality services to all members of the community. The Council will:
- ensure that all recruitment and selection procedures operate in a fair and non-discriminatory way, so that those best able to do the job are appointed.
  - take action to eliminate any unfair discrimination in its policies, practices and procedures.
  - provide a safe, secure and accessible working environment that values the identities and cultures of all its employees.
  - provide equality of opportunity in all areas of employment, including recruitment, selection, training and development.
  - apply genuine occupational requirements criteria when required.

- 28.8 Employees will be asked for their views on a wide range of issues and regular employees surveys will be conducted with the results reported to Chief Officers. Appropriate trade unions will be consulted on the development of all Council policies on employment. The Council's employment policies and practices will be regularly reviewed and consultation will take place with employees, trade unions to evaluate their effectiveness.
- 28.9 The Councils recruitment and selection policy and procedures reflect the requirements of this policy.

### **Dignity at Work Policy (Bullying and Harassment)**

- 28.10 This Policy is designed not only to deal with such occurrences, but also to establish how bullying and harassment can be prevented. Where bullying and harassment does occur it is imperative that the Council learns from experience and that appropriate measures are taken to ensure that it does not occur again.
- 28.11 Unlawful harassment, such as harassment on the grounds of race (including ethnic origin, colour, nationality and national origin), gender (including sex, marriage, gender re-assignment), sexual orientation, religion or belief, disability, or age will usually be dealt with via the disciplinary procedure. This will ensure that those responsible for such acts will be dealt with appropriately.

### **Training and PDP**

- 28.12 The Council is committed to the personal development of every employee. All employees will be supported to undertake the training and development they need to help them achieve and maintain a high standard of performance and will be given encouragement and support to achieve their full potential.
- 28.13 Learning and development opportunities will be targeted as part of positive action measures where certain groups are under represented in the workforce.
- 28.14 Where employees with disabilities undertake training and development, appropriate arrangements will be made to ensure that all opportunities are equally accessible.
- 28.15 Service Team Managers will undertake to consult each employee with a disability at least once a year on action to ensure action is taken to develop his/her abilities at work.

## **Disciplinary and Internal Disputes**

28.16 The Council's Disciplinary and Grievance Procedures have been developed in consultation with the local trade union representative and are in line with the principles of natural justice. Under the Disciplinary Procedure, unfair discrimination against employees or members of the public can amount to gross misconduct and could lead to dismissal.

## **Employment Policy Monitoring**

28.17 Employment Policy Monitoring will be undertaken to at least the minimum recommended standard in Commission for Racial Equality Codes of Practice.

## **Fair Employment and Equal Pay**

28.18 The Authority will ensure that as well as employment practice, through the Councils Job Evaluation Process levels of pay are constantly reviewed to ensure equity and fairness. The Council will ensure that all monitoring results in appropriate improvements to policy, procedure or practice.

## **29. Resources to improve equality practice**

29.1 The Council will ensure that an officer is employed to lead on equality and diversity improvement both corporately and at service level. Their primary responsibility will be to monitor and advise on improvements to equality practice and ensure that all service areas comply with statutory, policy and best practice requirements. Directors and Service Team Managers will be responsible for ensuring that appropriate resources are committed to equality improvement, particularly in respect of:

- Impact assessment
- Achievement of the ESLG at all levels
- Monitoring and self assessment
- Achieving the CEP

29.2 All staff who are allocated such work will be appropriately trained to ensure that they are capable of undertaking such work effectively. When assessing the resource requirements of equalities work, it is vital that Directors and Service Team Managers make realistic estimations of the resources required, based upon a sound knowledge of the extent of each piece of work. It may be appropriate to appoint a full time member of staff within a service area to undertake equalities work and projects.

## **30. Equality of Service Delivery**

- 30.1 The equalities vision statement (above) makes clear the Council's commitment to providing fair and discrimination-free services to all sections of the community. All services will ensure that they work constantly and consistently towards this aim. Services should also be able to readily identify how improvements in fairness benefits all service users and other community members.
- 30.2 In order to provide such services each service area must build equalities targets into its service plan. These targets will be monitored and the progress on their achievement will be published at regular intervals.
- 30.3 Service Team Managers will be responsible for ensuring that their services can:
- i. Identify the diverse needs of all sections of the community.
  - ii. Identify barriers to access and usage of their services in respect of all sections of the community.
  - iii. Understand the perceptions of what constitutes fair service from all sections of the community.
  - iv. Establish the extent to which this diverse range of needs are currently met.
  - v. Through involvement, identify ways in which improvements to fairness in service delivery may be made.
  - vi. Monitor perceptions of fairness in service delivery amongst all sections of the community.

The CEP, and within it the ESLG and Equality Scheme, provides guidance as to how this will be achieved.

## **31. Eliminating discrimination**

- 31.1 The Council is committed to the elimination of all forms of discrimination in service delivery and employment practice. The primary method by which discrimination will be identified and eliminated will be through the impact assessment process.
- 31.2 The CEP details how impact assessment will be undertaken and the responsibilities of Directors and Service Team Managers in this regard. Appropriate resources will be allocated to the diversity impact assessment process. The results of the impact assessments will be published.

- 31.3 All staff are responsible for the identification and elimination of discrimination within their service area. Where any member of staff identifies discrimination they should report this to their line manager or above as appropriate. It may be necessary for the member of staff to utilise the Council's Speak Out policy in cases where discriminatory practice remains unchallenged or is unlawful and/or where the member of staff wishes to remain anonymous.
- 31.4 Directors and Service Team Managers will have responsibility to monitor potential or actual discriminatory practice through the diversity impact assessment process or any other appropriate method. They will have responsibility for eliminating such discrimination and identifying the management processes (or failure in such processes) that led to the discrimination. Where it is apparent that the Council's policy or procedure is responsible for the discrimination, the Director or Service Team Manager should ensure that the policy is reviewed (or re-reviewed), under the diversity impact assessment process.
- 31.5 Equalities and discrimination in employment practices are dealt with under Personnel policies and procedures. All staff have a responsibility to report potential or actual discrimination within Personnel policies and practices whether they directly affect them or others. The Council, in its commitment to being an equal opportunities employer, will seek to eliminate all forms of discrimination. It is clear that in order to achieve this relevant staff must be appropriately trained. The Corporate Equalities Training Matrix (see Appendix I) details the level to which staff will be trained and the competencies they will be expected to achieve.
- 31.6 Discriminatory practice or behaviour may be a factor in cases of capability, discipline and/or grievance. Managers and Human Resources will monitor these in order to identify any such discriminatory practice or behaviour. Where such discriminatory practice or behaviour is identified remedial action will be recommended.
- 31.7 The Council's Dignity at Work Policy deals with acts of discrimination such as unlawful harassment. This policy contains specific provisions for dealing with grievances that involve allegations of discriminatory practice or behaviour.

## **32. Identification of, and service improvement for, less well served groups**

- 32.1 The Council recognises that some groups within the community are more difficult to identify and/or recognise and respond to their particular needs. We are therefore committed to ensure that such groups are identified and appropriate consultation and involvement is undertaken to ensure that these needs are identified and met.
- 32.2 The Council's Community Engagement and Involvement Strategy specifically details the methods by which such groups will be identified and the consultation and involvement process that will fully establish their needs. Directors and Service Team Managers are responsible for ensuring that, once these needs are identified, an appropriate response in terms of service delivery is implemented.
- 32.3 We also recognise that some groups such as Gypsies and Travellers may have a transient population and an ongoing consultation and involvement process is therefore vital to ensure that the changing needs of such sections of the community are recognised and met.

## **33. Profiling the Community and Workforce**

- 33.1 The Council is committed to ensuring that it understands the diversity within its community and workforce. In order to develop this understanding the Council will profile the community using data from the Census 2001 as a baseline. We recognise that the demographic breakdown of Census data is insufficient to give a full and appropriate community profile and therefore we will establish a more comprehensive and detailed profile through consultation with local groups and other appropriate methods.
- 33.2 The workforce will be profiled against a number of social factors and particularly by reference to ethnicity, gender, age, religion and belief, sexual orientation and disability so that we may identify under-representation of these groups within the workforce as a whole, service areas and levels of responsibility.
- 33.3 In order to ensure that all sections of the community have equal access to employment opportunities within the Council and employment equality assessment of the local labour market area (LLaMA Survey) will be undertaken.

## **34. Monitoring of Service Access, Delivery and Usage**

- 34.1 The Council will ensure that service access, delivery and usage will be monitored in line with the Council's Equalities Monitoring Protocol.
- 34.2 In accordance with the Community Engagement and Involvement Strategy, the Council will also monitor service access, delivery and usage through community focus groups and other forms of direct consultation and involvement.
- 34.3 Directors and Service Team Managers are responsible for ensuring that the Equalities Monitoring Protocol is adhered to and data used to enable them to develop equality within their service area. It is the responsibility to ensure that they take account of equalities data when deciding what services should be made available and how they will be delivered. All staff are responsible for ensuring that this data is used to identify potential or actual barriers to service access, delivery and usage.

## **35. Equality action planning and target setting**

- 35.1 The CEP will detail corporate equalities targets and the actions required to achieve them. In particular, it will detail how we will meet the requirements of the ESLG and Equality Scheme. In addition, each service area will be responsible for developing local equalities targets. These will be incorporated into individual service plans, according to the corporate template.
- 35.2 The Equality and Diversity Working Group (EDWG) will be responsible for ensuring that all services take appropriate steps to meet corporate and local targets and to ensure that equality action plans are progressed and the targets therein met.

## **36. Fairness in recruitment, pay and employment practices**

- 36.1 This area of policy is dealt with by the following:
- Policies on Recruitment, Selection, Retention, Training and Development
  - Equal Pay Review
  - Dignity at Work Policy
  - Fair Employment and Equal Pay practices

The broad aims of each of these policies are stated in Section 29 above.

36.2 The Council will ensure that fairness is built into all employment practices, pay and recruitment through the following mechanism:

- i) The Head of Organisational Development will be responsible for the monitoring of all practices in this regard. S/he will collect disaggregated data which enables an appropriate review and analysis to identify potential or actual unfairness or which reveals unfair practice. The data will also identify the extent to which the Council is achieving a workforce representative of the community it serves.
- ii) Data will also be collected from community consultation and involvement. The Head of Organisational Development is responsible for ensuring that community concerns and perspectives are available to augment the internal data.
- iii) The EDWG and the Head of Organisational Development will regularly review the data and other relevant information (such as research, LLaMA Surveys, Equal Pay Reviews etc.) and make recommendations as to developing or changing policy and procedure to ensure that fairness is integrated into all processes.
- iv) The Head of Organisational Development will be responsible for ensuring that these recommendations are implemented and for reporting progress to the EDWG and community groups.

## **37. Monitoring Recruitment, Promotion (Re-grading), Training, Pay, Grievances, Disciplinary Actions and Leavers**

37.1 The Head of Organisational Development will be responsible for ensuring that appropriate monitoring is undertaken in each of the areas above. It is imperative that the data collected is not only disaggregated, but is also qualitatively sound. Therefore, the Head of Organisational Development will ensure that the nature of the data and the methods by which it is collected, actually determines useful information for the review and revision of policies and procedures (see section 36 above).

37.2 All Managers are responsible for keeping appropriate records, to enable such information to be available. The following areas should be constantly monitored:

- Applications for Employment with the Council
- Advertising – Where and What?
- Shortlisting
- Reasons for Acceptance/Rejection for employment



- Applications for Regrading or Salary Review
- Results of Regrading/Salary Review, including reasons for Acceptance or Rejection
- Applications for Training
- Acceptance and Rejections for applications for training (including reasons)
- Pay
- Grievances (including type of grievance)
- Grievance Resolutions
- Disciplinary Procedures undertaken
- Results of Disciplinary Procedures
- Reasons for Leaving Employment

This is not intended to be an exhaustive list. The EDWG may recommend at any stage that further areas of monitoring be undertaken.

## **38. Self Assessment, Audit and Scrutiny**

### **Self-Assessment**

- 38.1 The EDWG will be responsible for assessing and monitoring the implementation of the CEP, and for undertaking an annual self-assessment against the ESLG. The Assistant Chief Executive will be responsible for publishing results of these assessments in the Annual Report.

### **Audit**

- 38.2 The Council will ensure that progress on implementation of the CEP and other equality action plans and programmes, including the implementation of all equalities based policies, the achievement of nationally and locally developed performance indicators, compliance with legislative frameworks and codes of practice and governmental initiatives are audited regularly. To ensure that this process is effective and transparent all Service Team Managers will be responsible for maintaining a portfolio of evidence, which will demonstrate progress and improvement in these areas. The primary focus of the auditing process at this time will be the achievement of the ESLG, Levels one, two and three, and the impact assessment of policies and procedures.

## Scrutiny

- 38.3 Councillors and the EDWG will be responsible for ensuring that the self-assessment and auditing processes are carried out robustly and effectively and that the data produced is relevant, timely and meaningful. Councillors and the EDWG will also ensure that the results of self-assessment and audits are published to relevant stakeholders and the wider community.

## 39. Positive Action

- 39.1 The Council is committed to ensuring that its workforce is representative of the community it serves and that all members of the community have equal and fair access to its services. To ensure this commitment becomes a reality we are committed to taking positive action where necessary to redress imbalances and disadvantage.
- 39.2 Service Team Managers will be responsible for identifying such disadvantages and imbalances, to determine the causes and formulate programmes of positive action to address them. The Council recognises that it is required to act within the legislative framework determining positive action and that such programmes can lead to disadvantage in respect of other community groups. The EDWG will therefore have responsibility to ensure that positive action programmes do not cause such consequential disadvantage.
- 39.3 Appropriate monitoring of positive action programmes will be undertaken and data produced from this monitoring will be reviewed and analysed by the EDWG, who will make recommendations to the relevant Service Team Manager regarding any revisions to the programme.

**Chester-le-Street District Council**  
**CORPORATE EQUALITIES ACTION PLAN 2007**  
(Working document, subject to regular review)

Equality Standard Reference	Key Objectives	Activity	Responsible Officer	Target Date (by)	Progress / Evidence	Key Performance Measures
<b>Leadership and corporate commitment</b>						
1.1.1	Formulate & adopt a comprehensive equality policy (EP) covering race, gender & disability	<ul style="list-style-type: none"> <li>Produce draft equality policy</li> <li>Undertake formal consultation</li> <li>Council approval</li> </ul>	J Underwood I Forster / J Underwood I Forster	30.9.05 30.11.05 31.1.06	Completed	Equality Policy formally adopted
1.1.2	Ensure that written policies are in line with current legislation	<ul style="list-style-type: none"> <li>Develop policy writing protocol</li> <li>Produce guidance document</li> <li>Make copies of legislation available to managers, both electronic and hard copy</li> </ul>	I Forster J Underwood J Underwood	31.3.06 31.10.05 31.10.05	Protocol to be developed at a later date. It is felt that the guidance document provides sufficient advice at this time	Information and advice is available to managers to enable them to produce appropriate details on diversity within policies
1.1.3	Corporate commitment to developing a corporate equality plan (CEP)	<ul style="list-style-type: none"> <li>Produce draft corporate equality plan</li> <li>Undertake formal consultation</li> <li>Council approval</li> </ul>	J Underwood I Forster / J Underwood I Forster	30.9.05 30.11.05 31.1.06	Completed Completed Completed	Corporate Equality Plan formally adopted
1.1.4	Corporate commitment to undertake equality impact & needs assessment	<ul style="list-style-type: none"> <li>Produce draft race equality scheme (RES)</li> <li>Undertake formal consultation</li> <li>Council approval</li> </ul>	J Underwood I Forster / J Underwood I Forster	30.9.05 30.11.05 31.1.06	Completed Completed Completed	Race Equality Scheme formally adopted

Equality Standard Reference	Key Objectives	Activity	Responsible Officer	Target Date (by)	Progress/Evidence	Key Performance Measures
1.1.5	Corporate commitment to fair employment and equal pay policy	<ul style="list-style-type: none"> <li>Produce draft fair employment and equal pay policy</li> <li>Undertake formal consultation</li> <li>Council approval</li> </ul>	A Swinney/C Harvey C Harvey C Harvey	01.07.06 01.09.06 30.10.06	Commitment given in CEP Fair employment and equal pay policy drafted Consultation and approval timetable established	Fair employment and equal pay policy adopted
1.1.6	Corporate commitment to earmark specific resources for improving equality practice	<ul style="list-style-type: none"> <li>Include statement within CEP</li> </ul>	J Underwood	As given above	Completed	CEP and EP formally adopted
2.1.1	Publish corporate equality plan	<ul style="list-style-type: none"> <li>Publish CEP in range of formats</li> </ul>	I Forster J Underwood	31.3.05	Completed	CEP published in accessible formats, to Level AAA standard of the International Web Accessibility initiative
2.1.2	Demonstrate corporate engagement in a DIA process	<ul style="list-style-type: none"> <li>Develop and approve 3-year rolling programme of DIAs</li> <li>Review programme</li> </ul>	J Underwood	30.9.05 31.3.07	Completed	DIA programme in place
2.1.3	Develop corporate mechanism for assessing development of service level equality objectives and targets	<ul style="list-style-type: none"> <li>Develop service plan proforma and guidance</li> <li>Establish Equality and Diversity Working Group (EDWG) with monitoring responsibilities</li> </ul>	I Forster	31.10.05 31.10.05	Completed Completed	Service plan proforma in place and being used by Service Team Managers. EDWG functioning effectively
2.1.4	Create corporate structure for overseeing the development of information and monitoring systems	<ul style="list-style-type: none"> <li>EDWG to undertake this role</li> </ul>	I Forster J Underwood	31.3.06	EDWG established. Terms of reference includes this function	Information and monitoring systems in place and being used effectively

Equality Standard reference	Key Objectives	Activity	Responsible Officer	Target Date (by)	Progress/Evidence	Key Performance Measures
2.1.5	Ensure mechanisms for responding to harassment on the grounds of race, disability and gender are in place	<ul style="list-style-type: none"> <li>Dignity at Work policy in place</li> <li>Appropriate mechanisms included within corporate complaints system</li> </ul>	A Swinney	31.10.05	Policy & procedures in place System in place, and designated officers identified	Mechanisms are in place that enable the Council to respond to harassment, for both employees and community
			C Etherington	31.10.05		
		<ul style="list-style-type: none"> <li>Develop Disability Equality Scheme</li> <li>Develop Gender Equality Scheme</li> </ul>	J Underwood	30.9.06	6 strand Equality Scheme now approved and published GES action plan required	DES approved, and published by 6.12.06
		<ul style="list-style-type: none"> <li>Develop over-arching corporate harassment policy (community)</li> </ul>	J Underwood	31.3.07		GES approved and published by 5.4.07
		EDWG	30.6.07			
3.1.1	All directorates and service teams set targets based on equality objectives	<ul style="list-style-type: none"> <li>Develop service plan proforma and guidance</li> </ul>	I Forster	31.1.06	Service planning proforma created	Clear targets in service plans that are based on equality objectives
3.1.2	Establish corporate guidelines for information gathering and equality monitoring	<ul style="list-style-type: none"> <li>Develop guidelines</li> <li>Develop proformas</li> </ul>	EDWG	31.10.06	Equalities Monitoring Protocol issued.	Guidelines are in place and being used to gather information and monitor equality performance
3.1.3	Seek agreement on equality targets with partners in local partnerships	<ul style="list-style-type: none"> <li>Develop consultation schedule</li> <li>Achieve agreement of all partners</li> </ul>	EDWG	31.3.07		Agreed equality targets are in place
		<ul style="list-style-type: none"> <li>Develop partnership protocols (IRP)</li> </ul>	J Elder J Underwood	31.12.06	Partnership Strategy approved by Council	

Equality Standard reference	Key Objectives	Activity	Responsible Officer	Target Date (by)	Progress/Evidence	Key Performance Measures
3.1.4	Establish mechanisms for ensuring that equality targets are met by suppliers through contract management	• Develop procurement strategy	L Chambers	31.3.06	Procurement strategy in place, includes contract monitoring procedure	Mechanisms are in place and being used to manage contractors and other suppliers
		• Develop contract monitoring procedure	L Chambers	30.6.06		
3.1.5	Completion of equality action plans at directorate (corporate) and service level incorporating performance indicators	• Integrate into service planning process	Service Team Managers	31.10.06	Service planning proforma in place	Action plans are included as part of all service plans
3.1.6	Adopt, where appropriate, national targets/performance indicators as prescribed by Government or the Audit Commission	• Identify any national targets • Integrate into corporate and service planning processes	EDWG	30.6.06	BVPI 2 a&b, and other equality based BVPIs are being monitored, recorded in P+, and performance reported quarterly to Members, and in bvpp	National targets and performance indicators are included in corporate plan and all service plans
			CMT Service Team Managers	31.10.06		
3.1.7	Implement systems for reviewing progress and revising the CEP and directorate or service team actions plans	• Develop and implement systems	EDWG	31.3.06	Monthly monitoring of CEP actions at EDWG. Service plans reviewed annually.	Systems in place and being used to review and report performance on action plans
3.1.8	Members and senior officers to endorse action plans as appropriate	• Establish reporting framework	I Forster J Underwood	31.3.06	Service plans endorsed by CMT. Corporate plan and CEP endorsed by Members	Action plans endorsed by CMT and Executive
3.1.9	Link action planning to best value process	• Integrate into corporate plan and best value performance plan processes	I Forster	30.6.06	BVPP summary produced. Corporate plan and bvpp published, includes strong link to CEP and Annual Report Suite of LPIs in place	Corporate plan includes information on action plans and performance
		• Develop local performance indicators	EDWG	31.3.06		Local performance indicators are developed and being measured

Equality Standard reference	Key objectives	Activity	Responsible officer	Target date (by)	Progress/Evidence	Key Performance Measures
3.1.10	Action on targets has started	<ul style="list-style-type: none"> <li>Demonstrate action in quarterly performance reports</li> </ul>	I Forster EDWG	30.6.06	Quarterly performance reports in place EDWG monitors quarterly	Performance is reported in accordance with reporting framework
4.1.1	Use corporate information system to assess adequacy of departmental and monitoring systems	<ul style="list-style-type: none"> <li>Develop information management strategy and action plan</li> </ul>	I Forster	28.2.06	Information management strategy in place	Information management strategy includes details of relevant systems
4.1.2	Set up system for review of service and employment monitoring reports by designated consultation and scrutiny groups	<ul style="list-style-type: none"> <li>Develop system in consultation with designated groups</li> <li>Include requirement in Community Engagement and Involvement Strategy</li> </ul>	EDWG  I Forster	31.3.07  31.3.07	Community Engagement and Involvement Strategy in place System to be developed in consultation with partners, community and scrutiny groups. Strategy agreed with partnership. Cross partner working Group being established to develop action plan to ensure implementation across partnership	System developed and in place, as defined within the Community Engagement and Involvement Strategy
4.1.3	Review targets against monitoring information and produce reports for corporate management team	<ul style="list-style-type: none"> <li>Establish performance monitoring and reporting system</li> </ul>	EDWG	31.12.06	Equalities Monitoring Protocol issued	Quarterly PM reports are submitted on time to CMT
4.1.4	Prepare reports on progress against policy objectives for Council, Executive, Scrutiny panels and audit	<ul style="list-style-type: none"> <li>Establish performance monitoring and reporting system</li> </ul>	EDWG	31.12.06	Equalities Monitoring Protocol issued	Quarterly PM reports are submitted on time to Members

Equality Standard reference	Key Objectives	Activity	Responsible Officer	Target Date (by)	Progress/Evidence	Key Performance Measures
4.1.5	Take on board responses from designated consultation and scrutiny groups for revising policy objectives	<ul style="list-style-type: none"> <li>Develop system to capture feedback and review</li> <li>Annual review to include feedback from all consultation and scrutiny groups</li> </ul>	EDWG	31.10.07	Integral to the Community Engagement and Involvement Strategy, however further development required in conjunction with LSP partners	System is in place and being used to inform improvements to policy objectives
4.1.6	The Council has made arrangements for the external scrutiny of the progress of action plans	<ul style="list-style-type: none"> <li>Develop external consultation and scrutiny arrangements, including schedule</li> </ul>	EDWG	30.6.07	3 external members on EDWG. Partnership&Efficiency OSP developing work programme	External scrutiny arrangements are in place, and feedback received
<b>Consultation and community development and scrutiny</b>						
1.2.1	Corporate commitment to consult with designated community, staff & stakeholder groups on all aspects of the equality policy (EP)	<ul style="list-style-type: none"> <li>Produce draft equality policy</li> <li>Undertake formal consultation</li> <li>Council approval</li> </ul>	J Underwood I Forster / J Underwood I Forster	30.9.05 30.11.05 31.1.06	Equality policy approved and adopted. Reviewed Jan 07.	Equality Policy formally adopted
1.2.2	Each directorate / service team to make a corporate commitment to contribute to the consultation and scrutiny element of the EP	<ul style="list-style-type: none"> <li>Build requirement into service planning proforma and guidance</li> </ul>	I Forster	31.10.05	Service planning proforma created	Commitment identified in all service plans
1.2.3	Corporate commitment to equality, self-assessment, scrutiny and audit	<ul style="list-style-type: none"> <li>Include commitment in CEP</li> </ul>	J Underwood	31.1.06	CEP approved and adopted	CEP includes commitment
1.2.4	Each directorate / service team to commit to engage in consultation with designated community, staff and stakeholder groups on its service delivery	<ul style="list-style-type: none"> <li>Build requirement into service planning proforma and guidance</li> <li>Include commitment in CEP</li> </ul>	I Forster J Underwood	31.10.05 31.1.06	Service planning proforma created CEP approved and adopted	Commitment identified in all service plans CEP includes commitment



Equality standard reference	Key objectives	Activity	Responsible officer	Target date (by)	Progress/Evidence	Key Performance Measures
1.2.5	Corporate commitment to consult directorates / service teams on equality objectives	<ul style="list-style-type: none"> <li>• CEP to include commitment</li> </ul>	J Underwood	31.1.06	CEP approved and adopted	CEP includes commitment
1.2.6	Each directorate / service team to commit to processes of equality self-assessment, scrutiny and audit on its service delivery	<ul style="list-style-type: none"> <li>• Build requirement into service planning proforma and guidance</li> </ul>	I Forster	31.10.05	Service planning proforma created	Commitment identified in all service plans
1.2.7	Incorporate equality policy as a key theme within the community strategy drawn up by the Council and its partners	<ul style="list-style-type: none"> <li>• Include in the process of updating the community strategy</li> </ul>	I Forster J Brock	30.6.06	Community strategy has been reviewed, and includes commitment to equality and diversity	Updated Community Strategy Document
1.2.8	Commit to establishing mechanisms for responding to harassment on the grounds of race, disability & gender	<ul style="list-style-type: none"> <li>• CEP to include commitment</li> </ul>	J Underwood	31.1.06	CEP approved and adopted	CEP includes commitment
2.2.1	Ensure draft CEP has been circulated to designated community, staff and stakeholder groups with consultation timetable, and is published in an appropriate range of language and formats	<ul style="list-style-type: none"> <li>• Develop a formal consultation schedule</li> <li>• Undertake external stakeholders event</li> <li>• Publish draft CEP in appropriate formats</li> </ul>	J Underwood  I Forster J Underwood	31.10.05  30.11.05 30.11.05	CEP approved, adopted, and published. Range of formats available	Consultation takes place in line with timetable  Well attended stakeholder event enhances consultation CEP available in various formats
2.2.2	Review equality content of community strategy	<ul style="list-style-type: none"> <li>• Include in the process of updating the community strategy</li> </ul>	I Forster J Brock	30.6.06	New Sustainable Community Strategy in place	Updated Community Strategy Document

Equality Standard reference	Key Objectives	Activity	Responsible Officer	Target Date (by)	Progress/Evidence	Key Performance Measures
2.2.3	Establish consultation with designated community, staff and stakeholder groups and the wider community on all aspects of the EP	<ul style="list-style-type: none"> <li>Develop consultation strategy</li> <li>Identify consultation groups</li> <li>Establish framework and timetable for consultation</li> </ul>	I Forster C Etherington EDWG	31.5.06  31.5.06 31.5.06	Community Engagement and Involvement Strategy in place, and adopted by LSP. Now working to develop DSUF in partnership with LSP	Strategy, framework and timetable are in place. Strategy agreed with partnership. Cross partner working Group being established to develop action plan to ensure implementation across partnership. Effective consultation is taking place
2.2.4	Engage in consultation with Members, employee representatives, directorates and service teams on DIA requirements and the EP	<ul style="list-style-type: none"> <li>Develop methodology and guidance for undertaking DIAs, including requirement to consult</li> <li>Develop internal consultation process</li> </ul>	J Underwood  EDWG	31.10.05  31.3.06	Methodology and guidance developed  Reports of completed DIAs will be submitted to EDWG before further consultation with CMT, members and DSUF	DIAs are taking place, including all requirements for consultation
2.2.5	Each directorate and service team to engage in consultation with designated community, staff and stakeholder groups on DIA requirements and its service delivery	<ul style="list-style-type: none"> <li>Carry out consultation as part of the DIA process, and in line with 3-year rolling programme</li> </ul>	Service Team Managers	As per DIA programme	DIA programme and methodology in place	DIAs are taking place, including all requirements for consultation
2.2.6	Each directorate and service team to engage with equality self-assessment, scrutiny and audit on its service delivery	<ul style="list-style-type: none"> <li>Develop methodology and guidance for undertaking DIAs, incl. requirement to consult &amp; scrutinise</li> <li>Build requirement into service planning proforma and guidance</li> </ul>	J Underwood  I Forster	31.10.05  31.10.05	Methodology and guidance developed. To be reviewed by 31.3.07  Service planning proforma created	Appropriate methodology being used for DIA, including consultation and scrutiny requirements  Relevant actions and targets contained in all service plans

Equality Standard reference	Key Objectives	Activity	Responsible Officer	Target Date (by)	Progress/Evidence	Key Performance Measures
2.2.7	Ensure that the EP and its objectives are incorporated in 'partnership' arrangements engaged in by the Council	<ul style="list-style-type: none"> <li>• Include requirement in procurement strategy</li> <li>• Include in partnership protocols</li> </ul>	L Chambers	31.3.06  31.5.06 (see above)	Procurement strategy approved.  Draft partnership strategy considered by CMT, and now being developed	Clear equality objectives are included in the procurement strategy and other partnership arrangements eg partnership protocols
3.2.1	Make public all service level and employment objectives and targets that are available for consultation and scrutiny	<ul style="list-style-type: none"> <li>• Include in Corporate Planning and best value performance planning process</li> </ul>	I Forster	30.6.07		Relevant information is provided in the corporate plan
3.2.2	Make provision of language services appropriate to designated consultation and scrutiny groups	<ul style="list-style-type: none"> <li>• Procure external language service</li> <li>• Establish contract for translation service</li> <li>• Update internal interpreting database</li> </ul>	J Underwood J Underwood J Underwood	On-going 31.3.06 31.3.06	New external language translation/ interpretation service in place	Facilities to meet the differing language needs of consultation and scrutiny groups are in place
3.2.3	Completion of a full and systematic consultation process with designated community, staff and stakeholder groups	<ul style="list-style-type: none"> <li>• Implement Community Engagement and Involvement Strategy, including consultation timetables</li> </ul>	I Forster EDWG	30.6.07	Community Engagement and Involvement Strategy in place, and adopted by LSP. Now working to develop DSUF in partnership with LSP	Community Engagement and Involvement Strategy approved and in place. Strategy agreed with partnership. Cross partner working Group being established to develop action plan to ensure implementation across partnership. Timetables agreed with consultation groups

Equality standard reference	Key objectives	Activity	Responsible officer	Target date (by)	Progress/Evidence	Key Performance Measures
3.2.4	Consult on involving designated community, staff and stakeholder groups with scrutiny procedures	<ul style="list-style-type: none"> <li>Implement Community Engagement and Involvement Strategy, including consultation timetables</li> </ul>	I Forster EDWG  EDWG	30.6.07	Community Engagement and Involvement Strategy approved and published. DSUF being developed with LSP	Community engagement and involvement strategy approved and in place. Strategy agreed with partnership. Cross partner working Group being established to develop action plan to ensure implementation across partnership
3.2.5	Consultation on equality to be linked with the continuing development of the community strategy	<ul style="list-style-type: none"> <li>Include in review of community strategy</li> </ul>	I Forster J Brock	31.12.07	Strategy has been reviewed. Next year a report will be produced that assesses need for full review, which would include consultation	Updated Community Strategy Document
3.2.6	Publicise how, where and when action on targets will start	<ul style="list-style-type: none"> <li>Include in corporate plan</li> </ul>	I Forster	30.6.06	Corporate Plan published	Information provided in corporate plan
4.2.1	Consult with designated community, staff and stakeholder groups about what kind of information will be collected and the reasons for it	<ul style="list-style-type: none"> <li>Include in Community Engagement and Involvement Strategy</li> <li>Develop process</li> </ul>	I Forster  EDWG	30.6.07	DSUF being developed with LSP	Community Engagement and Involvement Strategy in place, and processes for the collection of information defined. Strategy agreed with partnership. Cross partner working Group being established to develop action plan to ensure implementation across partnership
4.2.2	Circulate monitoring reports to designated consultation and scrutiny groups	<ul style="list-style-type: none"> <li>Establish reporting system</li> </ul>	EDWG	31.12.07	Progress depends on development of consultation groups (see above)	Reporting system in place, reports generated

Equality standard reference	Key objectives	Activity	Responsible officer	Target date (by)	Progress/Evidence	Key Performance Measures
4.2.3	Undertake a consultation process that demonstrably engages designated consultation and scrutiny groups in review process	<ul style="list-style-type: none"> <li>Implement and regularly review Community Engagement and Involvement Strategy</li> <li>Establish consultation and review timetables</li> </ul>	I Forster EDWG  EDWG	30.6.07	Community Engagement and Involvement Strategy approved and published. DSUF being developed with LSP	Community Engagement and Involvement Strategy approved and in place. Timetables agreed with consultation groups Strategy agreed with partnership. Cross partner working Group being established to develop action plan to ensure implementation across partnership
4.2.4	Review by designated consultation and scrutiny groups of progress against targets	<ul style="list-style-type: none"> <li>Establish consultation timetables</li> <li>Receive feedback reports</li> </ul>	EDWG  EDWG	30.6.07	Community strategy has been reviewed, and includes commitment to equality and diversity	Consultation/feedback reports used to assess performance against targets
4.2.5	Feedback response on monitoring reports to corporate and directorate teams, to service team managers, council committees, employee representatives, Members, and to District Partnership	<ul style="list-style-type: none"> <li>Establish performance monitoring reporting system</li> </ul>	I Forster EDWG	31.12.06	Equalities Monitoring Protocol in place. Reports to be made through quarterly performance management reports	Reporting system in place and reports generated
4.2.6	Require contractors to supply monitoring reports on service delivery and take up	<ul style="list-style-type: none"> <li>Include requirement in procurement strategy and contract monitoring procedure</li> </ul>	L Chambers	31.3.06	Procurement strategy approved by Executive in April	Requirement included in strategy, and contract monitoring procedure being applied
<b>Service delivery and customer care</b>						
1.3.1	Directorate and service team commitment to EP appropriate to service delivery	<ul style="list-style-type: none"> <li>Statement of commitment included in service plan proforma</li> </ul>	Service Team Managers	31.3.06	Service planning proforma created	Clear commitment included in all service plans

<b>Equality standard reference</b>	<b>Key objectives</b>	<b>Activity</b>	<b>Responsible officer</b>	<b>Target date (by)</b>	<b>Progress/Evidence</b>	<b>Key Performance Measures</b>
1.3.2	Directorate and service team commitment to implementing the DIA for its service delivery including those assessments of organisational and individual requirement needed for compliance with the DDA	<ul style="list-style-type: none"> <li>Build requirement to undertake DIA, in line with 3-year rolling programme, in service plans</li> </ul>	Service Team Managers	31.3.06	Service planning proforma created	Commitment to undergo DIA, in line with the 3 year programme, included in relevant service plans
1.3.3	Directorate and service team commitment to developing equal access to service plans and setting targets within each service area as part of their service plans	<ul style="list-style-type: none"> <li>Include in service planning process</li> </ul>	Service Team Managers	31.3.06	Service planning proforma created	Clear commitment included in all services plans
1.3.4	Directorate and service team commitment to equality action planning and target setting	<ul style="list-style-type: none"> <li>Include in service planning process</li> </ul>	Service Team Managers	31.3.06	Service planning proforma created	Clear commitment included in all services plans
1.3.5	Directorate and service team commitment to allocate specific resources for improving equality practice	<ul style="list-style-type: none"> <li>Include in service planning process</li> </ul>	Service Team Managers	31.3.06	Service planning proforma created	Clear commitment included in all services plans
2.3.1	Engage in directorate and service team DIAs	<ul style="list-style-type: none"> <li>Implement DIA 3-year programme</li> </ul>	J Underwood Service Team Managers	On-going from Oct 05	DIA methodology and guidance in place. Training provided	DIA 3 year programme is being implemented effectively Reports generated, received and scrutinised
2.3.2	Engage in development of directorate/service level equality objectives and targets	<ul style="list-style-type: none"> <li>Include in service planning process</li> </ul>	Service Team Managers	31.3.06	Service planning proforma created	All service plans include equality objectives and targets

Equality Standard reference	Key Objectives	Activity	Responsible Officer	Target Date (by)	Progress/Evidence	Key Performance Measures
2.3.3	Review of services should include the procurement function and all contracted services and partnership arrangements	<ul style="list-style-type: none"> <li>Revise what is currently included in best value review toolkit</li> </ul>	J Underwood	31.8.07	Awaiting CPA in February 2007, results will inform future service review. A new toolkit will be developed at that time.	Best value reviews are undertaken in line with appropriate toolkit requirements
3.3.1	Complete access to services element of the CEP and ensure consistency with the Equality Scheme	<ul style="list-style-type: none"> <li>Complete access to services work, as set out in CEP, and linked to e-Government PSOs</li> </ul>	I Forster	30.3.07	Access to service Project management to be linked to CEP.	Evidence of development, implementation and embedding of key projects
3.3.2	Equality objectives and targets developed within each directorate / service team	<ul style="list-style-type: none"> <li>Include in service planning process</li> </ul>	Service Team Managers	31.3.06	Service planning proforma created	All service plans include relevant equality objectives and targets
3.3.3	Service planning to specifically address the importance of barriers, accessibility and reasonable adjustment in the provision of services	<ul style="list-style-type: none"> <li>Include in service planning process</li> </ul>	Service Team Managers	31.3.06	Service planning proforma created	All service plans will address these requirements appropriate to the specific service provision
3.3.4	Allocation of appropriate resources to achieve targets	<ul style="list-style-type: none"> <li>Include in service planning process</li> <li>Ensure appropriate allocations within the medium term financial strategy</li> </ul>	Service Team Managers L Chambers	31.3.06 31.3.06	Service planning proforma created MTFP framework in place	The MTFP and all service plans clearly identify resources needed to meet equality targets
3.3.5	Establish structures of responsibility at directorate / service team level to progress action plans	<ul style="list-style-type: none"> <li>Develop structures</li> </ul>	Service Team Managers	31.3.06	Service planning proforma includes requirement CEP also sets out responsibilities	Service plans include structures, and these are communicated to staff. Performance against action plans is monitored
3.3.6	Set timetable within action plans for creating / adapting information and monitoring systems within service areas	<ul style="list-style-type: none"> <li>Include timetables in service plans</li> </ul>	Service Team Managers	31.3.07	Service plans developed annually Equalities Monitoring Protocol in place	All service plans includes action plans for the development of appropriate systems

<b>Equality Standard reference</b>	<b>Key Objectives</b>	<b>Activity</b>	<b>Responsible Officer</b>	<b>Target Date (by)</b>	<b>Progress/Evidence</b>	<b>Key Performance Measures</b>
3.3.7	For agencies delivering services on behalf of the Council, include within contracts a requirement to deliver an effective and appropriate service, fairly and without unlawful discrimination	<ul style="list-style-type: none"> <li>• Include requirement in procurement strategy and contract monitoring procedure</li> </ul>	L Chambers	31.3.06	Procurement strategy in place	Procurement strategy is in place, and the requirements being applied consistently
3.3.8	Establish monitoring of contracts to secure equal employment and equal service delivery targets	<ul style="list-style-type: none"> <li>• Include requirement in procurement strategy and contract monitoring procedure</li> </ul>	L Chambers	31.3.06	Procurement strategy in place	Procurement strategy is in place, and the requirements being applied consistently
3.3.9	Start action on departmental and service area targets	<ul style="list-style-type: none"> <li>• Develop reporting framework</li> <li>• Report progress to EDWG</li> </ul>	EDWG Service Team Managers	31.3.07 30.6.07	Link to 3.3.6 above	Performance against service area targets is reported and scrutinised
4.3.1	All directorate and service level units are using information systems and effective and adequate equality monitoring procedures	<ul style="list-style-type: none"> <li>• Develop and implement information management strategy</li> <li>• Procedures and systems in place</li> </ul>	I Forster Service Team Managers	28.2.06 31.12.07	Information management strategy in place Equalities Monitoring Protocol in place, further developments within CRM planned	There are accurate data collection and analysis systems, effective monitoring and regular reporting in place
4.3.2	Procedures are applied across contracts and partnerships	<ul style="list-style-type: none"> <li>• Consistent application of procurement and contract monitoring requirements</li> </ul>	CMT Service Team Managers	31.12.06	Procurement strategy in place Partnership strategy approved by Council in December	Procurement strategy is in place, and the requirements being applied consistently
4.3.3	Service delivery monitoring reports are produced at specific and regular intervals	<ul style="list-style-type: none"> <li>• Develop reporting framework</li> <li>• Quarterly reports produced</li> </ul>	EDWG Service Team Managers	31.3.07 31.3.07	Linked to 3.3.6 above	There are accurate data collection and analysis systems, effective monitoring and regular reporting in place



Equality Standard reference	Key Objectives	Activity	Responsible Officer	Target Date (by)	Progress/Evidence	Key Performance Measures
4.3.4	Service delivery monitoring reports are circulated to all designated consultation and scrutiny groups	<ul style="list-style-type: none"> <li>Regular reports to consultation and scrutiny groups in line with consultation strategy and schedule</li> </ul>	EDWG	31.3.08	Community Engagement and Involvement Strategy approved and published. Consultation and scrutiny groups being developed with LSP	Regular reports are produced for all relevant consultation and scrutiny groups, in line with reporting framework and consultation strategies
4.3.5	Report progress on implementation of service standards to directorate members, Council committees, Members and designated consultation and scrutiny groups	<ul style="list-style-type: none"> <li>Regular reports in line with reporting framework</li> </ul>	EDWG	31.3.08		Regular reports are produced for all relevant consultation and scrutiny groups, in line with reporting framework and consultation strategies
4.3.6	Use monitoring to assess achievements against targets set out in action plans and feed back results into policy review, targeting and revising action plans	<ul style="list-style-type: none"> <li>Implement monitoring system</li> <li>Conduct reviews of performance and revise action plans where necessary</li> </ul>	Service Team Managers EDWG	30.6.08		Monitoring and review takes place on a regular basis, in line with the approved system. Service plans and policies are revised accordingly
4.3.7	Establish inter-departmental scrutiny process	<ul style="list-style-type: none"> <li>Achieve through EDWG</li> </ul>	EDWG	30.6.07	See 4.3.4 above, also links to internal monitoring process	An effective inter-departmental scrutiny process is in place
<b>Employment and training</b>						
1.4.1	Adopt recruitment procedures which use non-discriminatory practices	<ul style="list-style-type: none"> <li>Develop a comprehensive recruitment and selection policy and procedures</li> </ul>	HR & Policy Manager	01.01.05	Complete, policy and procedures in place	Policy and procedure implemented
1.4.2	Commitment to an employment equality assessment of the local labour market area and equal pay review	<ul style="list-style-type: none"> <li>CMT to give approval to undertake an employment equality assessment</li> </ul>	HR & Policy Manager	01.07.06	Commitment stated in CEP Commitment stated in Service Plan	Employment Equality Assessment completed and results analysed

<b>Equality Standard reference</b>	<b>Key Objectives</b>	<b>Activity</b>	<b>Responsible Officer</b>	<b>Target Date (by)</b>	<b>Progress/Evidence</b>	<b>Key Performance Measures</b>
1.4.3	Commitment to establish a fair employment and equal pay policy	<ul style="list-style-type: none"> <li>Commitment given to carry out an equal pay risk assessment and address inequalities in pay between male and female workers</li> </ul>	A Swinney/C Harvey	01.04.05	Commitment given in service plan. Equal Pay risk assessment conducted Settlements for equal pay complete Job evaluation review for scale 3 and below posts completed	Compensation Payments settled in respect of equal pay Job evaluation review completed
1.4.4	Commitment to developing equal employment and equal pay element of EP, incorporating employment related issues from the Equality Scheme and including assessment of need for DDA compliance	<ul style="list-style-type: none"> <li>HR &amp; Policy Manager committed to play active role in EDWG</li> </ul>	HR & Policy Manager	01.10.05	Commitment made in Service Plan	Development of equal pay and equal pay elements of EP
1.4.5	Commitment to adopt procedures to ensure that publicity for vacancies does not unfairly restrict the range of applicants	<ul style="list-style-type: none"> <li>Commitment to adopt a variety of media and make vacancy information available in various formats</li> </ul>	HR & Policy Manager	01.01.05	Various media used and application forms and packs revised	Application form revised
1.4.6	Commitment to produce a standard range of application forms and job descriptions that are clear and explicit	<ul style="list-style-type: none"> <li>Produce standard application form and clear and explicit job descriptions</li> </ul>	HR & Policy Manager	01.01.05	Revised application forms and job description template	Clear, accessible and easy to use documents
1.4.7	Commitment to review personnel information systems for monitoring suitability including underpinning the Council's statutory ethnic monitoring duties	<ul style="list-style-type: none"> <li>Review existing personnel information system and identify suitable replacement system</li> </ul>	Head of OD/HR and Policy Manager	01.01.05	New personnel information system purchased	Provision of equal opportunities data/reports from new system

Equality Standard reference	Key Objectives	Activity	Responsible Officer	Target Date (by)	Progress/Evidence	Key Performance Measures
1.4.8	Commitment to make procedures consistent with employee codes of practice	<ul style="list-style-type: none"> <li>Ensure all policies and procedures comply with ACAS and CIPD codes of practice</li> </ul>	HR & Policy Manager	01.01.05	Codes of practice included within policies and procedures	New Policies and Procedures comply with best practice
1.4.9	Commitment to develop a programme for staff training in equality issues	<ul style="list-style-type: none"> <li>Commitment made in the Improvement and Recovery Plan, and CEP</li> </ul>	J Underwood	30.9.05	Commitment made. See IRP and CEP	All staff will have training relevant to their job.
2.4.1	Develop fair employment and equal pay policy element of EP	<ul style="list-style-type: none"> <li>Produce draft fair employment and equal pay policy</li> <li>Undertake formal consultation</li> <li>Council approval</li> </ul>	A Swinney/C Harvey C Harvey C Harvey	01.07.06 01.09.06 31.1.07	Requirements met through Equality Policy within CEP	A fair employment and equal pay policy, is approved and in place.
2.4.2	Engage in employment equality assessment of the local labour market area	<ul style="list-style-type: none"> <li>Undertake an equality employment assessment of the local labour market</li> </ul>	HR & Policy Manager	31.12.07	Assessment begun	Employment Equality Assessment results analysed
2.4.3	Engage in workforce profiling and an equal pay review	<ul style="list-style-type: none"> <li>Undertake a comprehensive equal pay audit of all employees</li> </ul>	HR & Policy Manager	01.04.07	Review completed	Results assessed and if necessary acted on
2.4.4	Adopt procedures to ensure that publicity for vacancies does not unfairly restrict the range of applicants	<ul style="list-style-type: none"> <li>Adopt a variety of media and make vacancy information available in various formats</li> </ul>	HR & Policy Manager	01.01.05	Various media used and application forms and packs revised	Packs revised

<b>Equality Standard reference</b>	<b>Key Objectives</b>	<b>Activity</b>	<b>Responsible Officer</b>	<b>Target Date (by)</b>	<b>Progress/Evidence</b>	<b>Key Performance Measures</b>
2.4.5	Produce a range of application forms and jobs descriptions that are clear and explicit	<ul style="list-style-type: none"> <li>Produce standard application form and clear and explicit job descriptions</li> </ul>	HR & Policy Manager	01.01.05	Revised application forms and job description template	Application form revised
2.4.6	Review personnel information system for monitoring suitability including supporting the Council's statutory ethnic monitoring duties	<ul style="list-style-type: none"> <li>Review existing personnel information system and identify suitable replacement system</li> </ul>	Head of OD/HR and Policy Manager	01.01.05	New personnel information system purchased	Provision of equal opportunities data/reports from new system
2.4.7	All employment procedures to be made consistent with current legislation and all relevant employment Codes of Practice	<ul style="list-style-type: none"> <li>All policies and procedures written to comply with ACAS and CIPD codes of practice</li> </ul>	HR & Policy Manager	01.01.05 and on-going	Codes of practice included within policies and procedures	New Policies and Procedures comply with best practice
2.4.8	Develop a programme of equality training to support the CEP and service objectives. Ensure training programme is consistent with the training arrangements in the Council's Equality Scheme	<ul style="list-style-type: none"> <li>Develop training matrix</li> <li>Draw up training programme</li> </ul>	J Underwood J Underwood	30.9.05	Matrix and programme in place.	All staff have awareness training, and there is a module specifically for Managers. Front line service delivery staff to receive relevant equalities training as part of the Council customer care training scheme
3.4.1	Complete employment section of the CEP and ensure consistency with the Equality Scheme	<ul style="list-style-type: none"> <li>Complete employment section of the CEP and ensure consistency with the Equality Scheme</li> </ul>	HR & Policy Manager	01.06.06	Employment section of CEP completed and consistent with Equality Scheme	CEP in place that includes actions on employment
3.4.2	Set employment equality targets for recruitment, staff retention, workforce profiles	<ul style="list-style-type: none"> <li>Corporate and local performance indicators to be developed</li> </ul>	Head of OD/HR and Policy Manager	01.04.05	LPIs in place	BVPI and LPI data is used to inform performance targets

<b>Equality Standard reference</b>	<b>Key Objectives</b>	<b>Activity</b>	<b>Responsible Officer</b>	<b>Target Date (by)</b>	<b>Progress/Evidence</b>	<b>Key Performance Measures</b>
3.4.3	Conduct an equal pay review and plan for equal pay adjustment	<ul style="list-style-type: none"> <li>Undertake a comprehensive equal pay audit of all employees</li> </ul>	HR & Policy Manager	01.04.07	Review completed	Results assessed and action plan formulated to address any inequalities
3.4.4	Ensure staff and Members are aware of action plans and the implications for services and employment	<ul style="list-style-type: none"> <li>Regular communications to staff and members via Core and Employee Briefings, TeamTalk and Employee Forums</li> </ul>	HR & Policy Manager	Ongoing	Regular communications taking place through briefings, employee forum and TeamTalk	Employees are kept informed of progress and issues by briefings, TeamTalk and employee forum Members receive quarterly performance reports
3.4.5	Provide training for managers on the implementation of the Standard with contractors and partners	<ul style="list-style-type: none"> <li>Include requirement in procurement strategy</li> <li>Include in corporate training and development plan</li> </ul>	L Chambers  A Swinney	31.3.06  31.3.07	Procurement strategy in place  Annual corporate training & development plan drafted	Managers have the knowledge to ensure that our contractors and partners act in accordance with the Council's Equality Policy
3.4.6	Training for all staff involved in recruitment on the Equality Standard, setting service objectives, action planning and monitoring, consistent with the training arrangements set out in the Equality Scheme	<ul style="list-style-type: none"> <li>Update recruitment and selection training to include Equality Standard</li> </ul>	HR & Policy Manager	01.07.06	Completed	Staff understand Equality Standard and its impact
3.4.7	Provide training for all staff on the detailed implementation of the Equality Standard including action plans and updates on legal and other developments	<ul style="list-style-type: none"> <li>Include as element in Equalities and Diversity training for all employees, managers and members</li> </ul>	EDWG	01.06.06	The ESLG refers specifically to disciplinary procedures on this point. Requirement included in Corporate Training and Development Plan	Staff have knowledge of Equality Standard and associated plans and developments

<b>Equality Standard reference</b>	<b>Key Objectives</b>	<b>Activity</b>	<b>Responsible Officer</b>	<b>Target Date (by)</b>	<b>Progress/Evidence</b>	<b>Key Performance Measures</b>
3.4.8	Build equality objectives and targets into management appraisal mechanisms	<ul style="list-style-type: none"> <li>Review Personal Development Process</li> </ul>	Head of OD / HR & Policy Manager	01.04.06	Completed. PDP documents	Issues of equality and diversity are discussed at PDP, and appropriate targets set
3.4.9	Provide information and appropriate training on action plans to support scrutiny process	<ul style="list-style-type: none"> <li>Training/awareness sessions for officers and members on action plans</li> </ul>	EDWG / HR & Policy Manager	Ongoing	Members have received diversity training To be further developed in line with review of scrutiny function	Performance on equality and diversity is scrutinised effectively
3.4.10	Establish a system of guidance and training on relevant equality issues to short-listing panels and interviewers	<ul style="list-style-type: none"> <li>Update recruitment and selection training to include equality issues</li> </ul>	HR & Policy Manager	01.09.05	Equality and diversity issues included as part of training	Staff aware of E&D issues relating to short-listing and interviewing
3.4.11	Start action on all employment and pay targets	<ul style="list-style-type: none"> <li>Regular reporting on HR corporate and local performance indicators</li> </ul>	HR & Policy Manager	Ongoing	Quarterly PI reports	BVPI targets achieved.
4.4.1	Use existing or adapted personnel information systems to provide equality data relating to human resource targets (recruitment, promotion, training, grievances, disciplinary action, appraisal, dismissal and other reasons for leaving, retention and equal pay)	<ul style="list-style-type: none"> <li>Implementation of new personnel information system and development of reporting tool to assist in the provision of equality data</li> </ul>	Head of OD	01.04.06 and on-going	Standard and ad-hoc equality reports produced	Accurate equality data
4.4.2	Produce monitoring reports at regular and specified intervals and circulate to designated consultation and scrutiny groups	<ul style="list-style-type: none"> <li>Produce quarterly monitoring reports and distribute, in line with the reporting system</li> </ul>	A Swinney EDWG	30.6.06	Quarterly reports produced. Requires ongoing development in line with corporate monitoring system	Reports are produced, received and scrutinised in line with reporting system

<b>Equality Standard reference</b>	<b>Key Objectives</b>	<b>Activity</b>	<b>Responsible Officer</b>	<b>Target Date (by)</b>	<b>Progress/Evidence</b>	<b>Key Performance Measures</b>
4.4.3	Use equality data to monitor use of all personnel procedures	<ul style="list-style-type: none"> <li>Implement monitoring mechanisms for outstanding procedures</li> </ul>	Head of OD/ HR and Policy Manager	01.10.07	Comprehensive equality data on the use of personnel procedures Link to Equalities Monitoring Protocol	Non-discriminatory procedures
4.4.4	Use equality data to monitor the number of staff leaving employment and their reasons for leaving	<ul style="list-style-type: none"> <li>Number of staff leaving and reasons for leaving monitored in relation to equalities</li> </ul>	HR and Policy Manager	01.04.05 and on-going	System is in place.  To be further developed as part of overall service monitoring procedures	Data indicates where there may be any discriminatory practices which cause people to leave the Council
4.4.5	Use monitoring reports to assess whether authority employment profiles more closely fit the profile of local labour market area	<ul style="list-style-type: none"> <li>Produce quarterly monitoring reports of authority employment profiles and compare to local labour market</li> </ul>	Head of OD/HR & Policy Manager	01.09.06	Quarterly reports now produced.	Achievement of BVPI 17
4.4.6	Report progress on employment and pay targets to directorate members, Council committees, Members and consultation and scrutiny groups	<ul style="list-style-type: none"> <li>Produce regular update reports on equal pay and single status</li> </ul>	HR & Policy Manager	Ongoing	Reports produced.	
4.4.7	Report on implementation of pay review recommendations	<ul style="list-style-type: none"> <li>Produce report and action plan on pay review recommendations</li> </ul>	Head of OD/ HR & Policy Manager	01.05.07	In progress	Pay review recommendations implemented

Equality Standard reference	Key Objectives	Activity	Responsible Officer	Target Date (by)	Progress/Evidence	Key Performance Measures
4.4.8	Meet the training needs of staff appropriately	<ul style="list-style-type: none"> <li>Deliver training in accordance with matrix and programme</li> <li>Future training needs to be identified through the induction process</li> <li>Include equality and diversity training in corporate annual training and development plan</li> <li>Training on how to undertake diversity impact assessments to be carried out in line with the 3-year programme</li> </ul>	<p>J Underwood</p> <p>M Murray</p> <p>A Swinney</p> <p>J Underwood</p>	<p>31.12.05</p> <p>On-going</p> <p>31.3.06</p> <p>As per programme</p>	<ul style="list-style-type: none"> <li>Initial training programme completed. See attendance lists.</li> <li>Process in place</li> <li>Training identified in the 2006/07 plan</li> <li>Training commenced, in line with programme</li> </ul>	<p>All staff received awareness training. Managers received additional module on their specific roles and responsibilities.</p> <p>Processes to identify future training needs, and plan suitable courses, in place and implemented.</p> <p>Service team personnel have training that enables them to effectively carry out impact assessments</p>



## EQUALITY SCHEME ACTION PLAN

Equality Scheme reference	Key Objectives	Activity	Responsible Officer	Target Date (by)	Progress/Evidence	Key Performance Measures
<b>Monitoring and scrutiny</b>						
13	Develop and implement structure for scrutiny processes	Establish Equality and Diversity Working Group	I Forster	31.10.05	Group established, with terms of reference	Terms of reference agreed Meetings taking place
		Establish monitoring sub group of EDWG	I Forster	31.12.05	Group established, with terms of reference	Group established, with terms of reference
		Define and communicate scrutiny structure	I Forster J Underwood	31.7.06	Community Engagement and Involvement Strategy to be presented to Executive and council in May 2006 includes scrutiny review proposals. Now agreed with LSP.	Scrutiny structure in place and communicated to all relevant parties
		Involve partners and external stakeholders in the scrutiny process	I Forster J Underwood	30.6.07	External members on EDWG Develop process for LSP scrutiny DSUF being developed	Scrutiny structure in place and communicated to all relevant parties. Strategy agreed with partnership. Cross partner working group being establish to develop action plan to ensure implementation across partnership.
16	Monitor performance, practices and activity	Devise monitoring systems	EDWG	31.10.06	Draft protocols to be discussed at EDWG (October meeting cancelled)	Monitoring system developed
		Develop guidance documents	EDWG			Guidance documents available
		Devise and introduce disaggregated monitoring forms	EDWG			Monitoring system developed

Equality Scheme reference	Key Objectives	Activity	Responsible Officer	Target Date (by)	Progress/Evidence	Key Performance Measures
		Obtain relevant data from partners (where appropriate)	EDWG	30.6.07	Partnership-wide approach being developed	All possible data is available to assist monitoring and review
		Obtain feedback from Diverse Service Users Forum	EDWG	30.6.07	Partnership-wide approach being developed	Feedback is used to inform improvements to policy and service delivery
		Obtain feedback from staff representatives / staff associations	EDWG	31.12.06	Establishment of support groups investigated. No interest to date, but staff and TU reps are consulted when appropriate	Employees are fully involved
		Develop suite of equality local performance indicators to complement BVPIs	EDWG	31.3.06	LPIs in place.	Meaningful indicators are used to monitor and manage performance on equality targets
		Report progress on equalities performance within normal quarterly performance management reports	I Forster J Underwood EDWG	31.10.05	First report produced for second quarter of 2005	Reports are generated quarterly and submitted to the Executive for monitoring and scrutiny purposes
20.2	Monitor training	EDWG to prepare quarterly performance reports on the effectiveness of training	EDWG training sub group	31.10.06	Basket of indicators now in place, reports to be made quarterly to EDWG and in corporate PM report	Reports are generated quarterly, considered by EDWG, and included in normal quarterly performance reports to Executive for monitoring and scrutiny purposes
21	Monitor employment practices	Ensure robust systems in place for monitoring recruitment, retention and progress of all staff	A Swinney	30.6.06	Process is in place and on-going, but further development needed to link to Equalities Monitoring Protocol	Monitoring information is used to appraise and, where necessary, improve employment practice

Equality Scheme reference	Key Objectives	Activity	Responsible Officer	Target Date (by)	Progress/Evidence	Key Performance Measures
<b>Consultation and involvement</b>						
14	Consultation strategy	Develop and implement Customer Excellence strategy	I Forster C Etherington	31.10.05	Strategy in place	A fully co-ordinated approach to customer consultation is being applied, in line with both strategies
		Develop and implement Community Engagement and Involvement Strategy	I Forster	31.5.06	Strategy in place	
	Establish Diverse Service Users Forum	Have clear terms of reference for DSUF	J Underwood	30.6.07	Partnership-wide approach being developed	Regular consultation with minority groups within the community is taking place
		Establish a consultation schedule	J Underwood			
		Commit resources	CMT	31.3.06	Council agreed budget, if resources can be found	The Council is able to support the DSUF function, which is key to effective consultation
		Establish robust systems for capturing feedback from DSUF	EDWG	30.6.07	Partnership-wide approach being developed	Consultation information is analysed and used to inform improvements to policy and service delivery
	Involve disabled people in service design and delivery	Hold regular consultation event with police and disabled people and their representatives on community safety issues	M Brennan	On-going		Disabled people feel more secure in their own environments
		Develop disability checklist for building/refurbishment of public buildings and regeneration schemes, including use of technology and involvement of disabled people	M Walker	31.03.07		All refurbishments and new builds of public building and regeneration schemes are fully accessible
		Conduct audit of access to buildings in Council ownership	M Walker	31.12.07		
		Develop access strategy for public buildings and regeneration schemes.	M Walker	31.03.08		

Equality Scheme reference	Key Objectives	Activity	Responsible Officer	Target Date (by)	Progress/Evidence	Key Performance Measures
		Involve disabled in plans to refurbish civic centre	C Etherington	31.3.07	Council agreed provisional budget and progress moving towards construction drawing phase. A cross working groups of officers / users will be established.	Consultation information is analysed and used to inform improvements
	Work more closely with disabled (and other) minority groups	Each service to consider how this can best be achieved and build into service plans	CMT/ Service Team Managers	30.9.07		Disabled people (and those from other minority groups) are more actively involved in service design
		Include requirement in service planning guidance for 2007	I Forster	31.8.07		
<b>Impact assessment</b>						
15	Undertake diversity impact assessments across all Council services	Develop and approve a 3-year rolling programme of diversity impact assessments	J Underwood CMT	30.9.05	Programme approved	DIA's are undertaken in line with programme
		Carry out functional analysis	J Underwood	30.8.05	Analysis undertaken at corporate level	Analysis forms the basis for identifying DIA priorities
		Ensure relevant personnel within service teams are trained to undertake impact assessments	J Underwood	On-going	Staff in Housing, Revenues & Benefits, Environmental Health, and corporate support team trained	There are trained staff in service teams to undertake DIA's, in line with programme
		Report results of assessments to EDWG	Service Team Managers	On-going	Standard agenda item on EDWG	All DIA's are formally reported to EDWG
	Ensure continued effectiveness of impact assessment process	Review DIA scheme, methodology, review 3-year programme and consultation mechanism	J Underwood	31.3.07		Timely DIA reports are considered by representatives of minority groups

Equality Scheme reference	Key Objectives	Activity	Responsible Officer	Target Date (by)	Progress/Evidence	Key Performance Measures
		Ensure remedial actions are taken	Service Team Managers	On-going	As necessary	Remedial actions are taken, as determined by Service Team Managers and EDWG
		Identify where policies are jointly owned with partners, and develop & agree impact assessment programme	EDWG	31.12.06	Partnership strategy in place	Partnership DIA programme is in place
		Report results to all partners and ensure remedial action is taken	EDWG	Post 31.12.06		Reports are received by all partners, and any remedial action necessary is undertaken
<b>Procurement</b>						
17	Ensure that robust procurement procedures are in place	Develop a template based on CRE procurement guidelines for tendering assessment purposes	L Chambers	30.6.06	Procurement strategy in place	A consistent approach is achieved through standardised processes
		Develop monitoring systems to ensure applicants equality policies/strategies are disclosed, and that they produce evidence of activity to ensure (racial) equality	L Chambers	30.6.06	Procurement strategy in place	All contractors employed by the Council demonstrate high standards of (racial) equality practice
<b>Publishing results</b>						
18	Publish annual report	Establish a consultation & involvement sub group of the EDWG whose work will include publishing reports	Ian Forster, EDWG	31.12.05	EDWG established	Staff, Members, the community and other external stakeholders will be informed of the Council's performance on equality and diversity
		Develop framework for equalities annual report	EDWG	31.3.06	Corporate plan	The right information is included in annual report
		Publish report	I Forster	30.6.06	Corporate plan published Annual Report published	Information published within the corporate plan

Equality Scheme reference	Key Objectives	Activity	Responsible Officer	Target Date (by)	Progress/Evidence	Key Performance Measures
		Develop website to increase accessibility, particularly around language and disability. Achieve Level AAA of IWAI	G Clarke	30.6.07	In development	More people with language and reading difficulties are able to access the website
	Inform community of standards of service they can expect	Establish and publicise service standards	C Etherington	31.1.07	Corporate Service standards to be published in District News and on website.	The community knows what standards of service to expect
		Publish performance on service standards	C Etherington	31.1.07	Corporate Service standards performance to be published in District News and on website.	The community knows how well the council is performing against its standards of service
18, 19, 21	Report performance annually within the Corporate Plan / best value performance plan	Develop framework for equalities annual report	EDWG	31.3.06	Corporate plan	The right information is included in the annual report, which forms part of the Council's corporate planning process
		Ensure reports available in appropriate languages, Braille and large print; in CD format and on the website	Henk Geertsema Graeme Clark	30.7.06	New contract with EITI established Website can provide electronic translations	People whose first language is not English, or those with reading difficulties, have access to the report
<b>Training</b>						
20	Provide relevant equalities training for all staff	Develop a competency framework for all staff	Julie Underwood	31.10.05	Competency Matrix developed	Staff and members receive training at the appropriate level
		Awareness training for all staff	Julie Underwood	30.11.05 then on-going	All staff received awareness training. Future training to be identified through induction process	Staff have received awareness training

Equality Scheme reference	Key Objectives	Activity	Responsible Officer	Target Date (by)	Progress/Evidence	Key Performance Measures
		Specific module for managers, emphasising their roles and responsibilities	Julie Underwood	31.10.05	All managers trained. Future training to be identified through induction process	Managers have received specific training
		Diversity impact assessment training for those staff involved in undertaking the assessments	Julie Underwood Craig Etherington	30.11.05 then on-going	Staff in Housing and Revenues & Benefits trained	A number of people in each service team are trained to carry out DIAs, in line with 3 year DIA programme
		In conjunction with Learning District Partnership and New College Durham, identify training and qualification opportunities in equalities based customer care training	Craig Etherington Margaret Murray	30.6.07		Relevant front line staff have skills/knowledge to enable them to provide good customer care to people from minority groups
	Provide specific training on disability (and other diversity strands) for staff and councillors	Develop and deliver specific awareness raising sessions in conjunction with disabled people and their representatives (and for other minority groups)	C Harvey J Underwood	30.6.07		Staff and members are more aware of the specific needs of disabled people
		Include in revised communications strategy	C Etherington	31.12.06	Guidance/ standards established for provision of information to minority groups	Guidance included with communications strategy
	Encourage disabled people to work in the public sector	Review recruitment policy	A Swinney C Harvey	31.3.07		Disabled applicants are keen to apply for jobs at the council
		Hold 'open day' in conjunction with Durham County Council and other district councils in County	J Underwood	30.6.07		More disabled people are keen to work in local government
	Provide relevant equalities training for elected Members	Awareness and Member-specific training made available to all Members	Julie Underwood	31.10.05	Majority of Members have received training	Members take up training opportunities

Equality Scheme reference	Key Objectives	Activity	Responsible Officer	Target Date (by)	Progress/Evidence	Key Performance Measures
<b>Service delivery</b>						
	Investigate possibility of providing supported housing in the round, and including people with learning disability	Carry out feasibility study and market research into providing supported housing accommodation	P Stephens L Hall	31.8.07		People in need have appropriate accommodation
		Develop action plan and implement the recommendations of study	P Stephens L Hall	As per action plan		
	Address issue of vacant private properties attracting rubbish and antisocial behaviour	Review the new enforcement powers for vacant private sector dwellings as detailed in the amended Housing Act 2004	Head of Planning & Environmental Health	30.6.07		Issues of rubbish tipping, vandalism and anti social behaviour around private sector properties are eradicated
		Report to Executive how these can be implemented by the Council		30.6.07		
		Develop action plan		30.9.07		
		Implement action plan				
<b>Communication</b>						
	Ensure community is well informed about services and events	Develop communications network with disability (and other minority) groups – to disseminate information about council, events and early warning bulletins	J Underwood C Etherington	31.3.07		Network members are receiving and disseminating information about the council and events in the locality, and of early warning bulletins
		Set up 'events register' on internet / intranet	H Geertsema	31.3.07		There is a central repository for collecting information on events taking place within the district
		Review communications strategy	H Geertsema	31.12.06	Guidance/ standards established for provision of information to minority groups	



Equality Scheme reference	Key Objectives	Activity	Responsible Officer	Target Date (by)	Progress/Evidence	Key Performance Measures
		Include disability contacts in weekly list service for all planning applications	S Reed	31.12.07		Disabled people are consulted early in the planning process
	Ensure consistency across the council of communications for all types of disability	Develop corporate communication standards including plain English and use of variety of formats	C Etherington H Geertsema	31.12.06	Guidance/ standards established for provision of information to minority groups within revised communication strategy	People receive easily understood communications in the best format for them
		Investigate possibility of talking newspapers for District News, and other council bulletins	Henk Geertsema	Achieved	Taped version of district news issued to registered clients. Also available via Readspeakr on web-site.	People with visual impairment have increased opportunities to learn about the council
	Assist disabled groups in their communication needs	Publicise dementia sufferers help card, Internally to staff and councillors by intranet; posters; TeamTalk and customer services champions to raise in their teams Externally through District News, website	C Etherington H Geertsema	31.3.06	Included links within communications strategy as part of sections on provision of information to minority groups. Supported by promotion within team talk, district news and other electronic media	Both council staff and the public have a greater understanding of the needs of people with dementia

## APPENDIX B

### **SUMMARY OF THE EQUALITY STANDARD FOR LOCAL GOVERNMENT (2001)**

#### **Executive Summary**

The Equality Standard recognises the importance of fair treatment and equal access to local government services and employment and has been developed as a tool to enable local authorities to mainstream gender, race, and disability into council policy and practice at all levels.

#### **The Equality Standard – mainstreaming equality**

The Equality Standard is a means to combat the institutional process that lead to discrimination and which form part of the culture, administration and governance in Britain. Current assumptions and practices can set up barriers that prevent access and can therefore discriminate against people through race, gender and disability. Working with the Equality Standard will allow local authorities to mainstream equality, thereby ensuring that discriminatory barriers that prevent equal access to services and employment are identified and removed. The Standard has been written to provide a common approach for dealing with race, gender and disability. This common approach is important because it means the same framework can be used for addressing all equality issues, and it should support the principle that there is no 'hierarchy' of discrimination. It will also underline the inter-relationship of equality issues – individuals do not fit into one neat box, and may be affected by more than one aspect of discrimination. Taking a generic approach should not, however, lead to the view that disability, race and gender can be dealt with as a single issue – the specific barriers will vary and each strand requires separate consideration.

#### **What is the Equality Standard?**

The Equality Standard will set up a way of working within local authorities which will make mainstreaming equalities into service delivery and employment an issue for all aspects of the local authority's work. By working through the Standard, local authorities will identify disadvantage associated with gender, disability and race and work to eliminate the barriers that create disadvantage.

Using five levels, local authorities will introduce a comprehensive and systematic approach to dealing with equalities. These levels cover all aspects of policy-making, service delivery and employment.

The first task is to get the system in place and the Standard sets out a level-by-level checklist for getting it up and running. It will take time, resources and

commitment to get these systems in place and local authorities will move at different rates. For this reason, it is important that progress through the levels is monitored and audited in a way that measures the achievement of each level. Once the system is in place (the local authority has reached Level 5), the Standard provides a continuous framework for reviewing policies and services and working against the barriers that cause disadvantage.

### Putting the Equality Standard in place

The Standard builds on the principles of quality, leadership and community involvement. These are seen as central features of modern local government. Successful implementation of the Standard will depend on a partnership between the council and the community and should involve:

Councillors	<ul style="list-style-type: none"> <li>• to provide leadership and support</li> <li>• to ensure resources are available</li> <li>• to engage with the local community</li> <li>• to provide a scrutiny role</li> </ul>
Managers/staff/trade unions	<ul style="list-style-type: none"> <li>• to work towards speedy implementation</li> <li>• to organise and participate in training</li> <li>• to challenge existing cultures and traditions</li> <li>• to engage with the community</li> </ul>
Community/voluntary sector	<ul style="list-style-type: none"> <li>• to work with the equality planning process</li> <li>• to participate in scrutiny</li> <li>• to extend knowledge of the Equality Standard within the community</li> </ul>

The Standard represents a tool that can bring about change and break down discriminatory barriers but this can only be achieved through an active engagement by all interested parties in the processes it sets out.

The Equality Standard framework document describes the context within which the Standard works as follows:

- Local government and equality
- Local authorities and anti-discrimination law
- Working with the Equality Standard
- Working with existing performance systems
- Working with the Equality Standard – structure
- Auditing progress through the Equality Standard
- The Equality Standard framework

### **Extending equalities – beyond gender, disability and race**

The Standard provides a framework that can be easily extended to anti-discrimination policies for age, sexuality, class and religious beliefs. Local authorities can readily adapt the principles to these other categories of equality by extending their equality objectives, targets and monitoring systems. These additional equality objectives, which should be consistent with published guidelines on age and sexuality, would be driven through the self-assessment procedure and would effectively become part of the Best Value process.

For those authorities who have been working through the CRE Race Equality Standard or a standard developed locally, guidance on adapting existing practice to fit with the Equality Standard will follow in due course.

## **The Equality Standard at a glance**

<b>The Equality Standard Level 1: Commitment to a comprehensive equality policy</b>
<p>To achieve Level 1 of the Standard an authority must have adopted a comprehensive equality policy that commits it to achieving equality in race, gender and disability through:</p> <ul style="list-style-type: none"><li>• improving equality practice at both corporate and departmental level</li><li>• earmarking specific resources for improving equality practice</li><li>• equality action planning and equality target setting within all departments and service areas</li><li>• systematic consultation</li><li>• a fair employment and equal pay policy</li><li>• an impact and needs/requirements assessment</li><li>• progress monitoring</li><li>• audit and scrutiny</li></ul>
<b>The Equality Standard Level 2: Assessment and consultation</b>
<p>To achieve Level 2 of the Standard an authority will need to demonstrate:</p> <ul style="list-style-type: none"><li>• that it has engaged in an impact and needs/requirements assessment</li><li>• that it has engaged in consultation with designated community, staff and stakeholder groups</li><li>• that it has engaged in the development of information and monitoring systems</li><li>• that it has engaged in an equality action planning process for employment, pay and service delivery</li><li>• that it is developing a system of self-assessment, scrutiny and audit</li></ul>

### **The Equality Standard Level 3: Setting equality objectives and targets**

To achieve Level 3 of the Standard an authority will have to demonstrate:

- that it has completed a full and systematic consultation process with designated community, staff and stakeholder groups
- that it has set equality objectives for employment, pay and service delivery based on impact and needs/requirements assessment and consultation
- that equality objectives have been translated into action plans with specific targets
- that it is developing information and monitoring systems that allow it to assess progress in achieving targets
- that action on achieving targets has started

### **The Equality Standard Level 4: Information systems and monitoring against targets**

To achieve Level 4 of the Standard an authority will have to demonstrate that:

- it has developed information and monitoring systems that allow it to assess progress in achieving targets
- it is measuring progress against targets and effectively using its information and monitoring systems
- monitoring reports are being produced at specified intervals and circulated to designated consultation and scrutiny groups
- monitoring systems are providing useful information about progress towards specific targets

### **The Equality Standard Level 5: Achieving and reviewing outcomes**

To achieve Level 5 of the Standard an authority will have to demonstrate that it has made considerable progress in achieving equal employment and service provision with regard to race, gender and disability. It will need to show that:

- it has achieved significant progress towards the targets that it set out at Level 3
- it has reviewed and revised targets, monitoring and consultation systems with designated community, staff and stakeholder groups
- it has initiated a new round of action planning and target setting
- through its achievements it can be seen as an example of good practice for other local authorities and agencies

APPENDIX C

**DIVERSITY IMPACT ASSESSMENT: THREE YEAR ROLLING PROGRAMME**

**Priority Year 1 (September 2005 to August 2006)**

	Service	Service
1.	Housing: <ul style="list-style-type: none"> <li>▪ Landlord services</li> <li>▪ Strategy</li> <li>▪ Property services</li> </ul>	Revenues & Benefits
2.	Corporate: <ul style="list-style-type: none"> <li>▪ Strategic procurement</li> <li>▪ Customer services</li> <li>▪ Public participation</li> <li>▪ Improvement and performance</li> </ul>	Economic Development and Regeneration <ul style="list-style-type: none"> <li>▪ Estate and town centre management</li> <li>▪ Regeneration</li> </ul>
3.	Community Safety and Development	Information & Communication Technology
4.	Human Resources: <ul style="list-style-type: none"> <li>▪ Recruitment and selection</li> <li>▪ Welfare</li> <li>▪ Health and safety</li> <li>▪ Civic Centre management</li> </ul>	Leisure Services: <ul style="list-style-type: none"> <li>▪ Sports/leisure</li> <li>▪ Arts</li> <li>▪ Selby Cottage Nursery</li> </ul>
5.	Democratic Services	Environmental Services: <ul style="list-style-type: none"> <li>▪ Grounds maintenance and burials</li> </ul>
6.	Environmental Health: <ul style="list-style-type: none"> <li>▪ Licensing</li> </ul>	

<b>Priority Year 2 (September 2006 – August 2007)</b>	<b>Priority Year 3 (September 2007 – August 2008)</b>
Human Resources: <ul style="list-style-type: none"> <li>▪ Disciplinary and grievance</li> <li>▪ Training</li> <li>▪ Attendance at work</li> <li>▪ PDP</li> </ul>	Finance: <ul style="list-style-type: none"> <li>▪ Payroll</li> <li>▪ Exchequer</li> </ul>
Environmental Health: All sections, but excluding licensing	Human Resources: ▪ Job evaluation
Planning	Accountancy
Environmental Services: <ul style="list-style-type: none"> <li>▪ Refuse collection</li> <li>▪ Street cleaning</li> </ul>	Environmental Services: ▪ Transport
Legal Services	

**NB TO BE REVIEWED BY 31.3.07**

**TERMS OF REFERENCE FOR EQUALITY & DIVERSITY WORKING GROUP**



**Chester-le-Street**  
District Council

## **Equality and Diversity Working Group**

### **OUR COMMITMENT TO EQUALITY AND DIVERSITY**

We want to ensure that everyone using our services are treated fairly and without prejudice or discrimination. We know that all of our customers are different. Our Community is becoming evermore diverse. We will celebrate and encourage this diversity. We are committed to ensuring that no-one is excluded from being able to use any of our services and that all of our customers have the same opportunities to improve their quality of life. All customers will have equal access to the services we provide. We will recognize that people have different needs and requirements and we will do all we can to meet these.

Our staff will respond promptly, politely and sensitively to all of our customers and will have specific customer standards and targets to work to. Our services will be flexible and offer choice. We will continue to work towards complying with the requirements of equalities legislation to make sure that the services we deliver and the facilities we deliver them from are fully accessible, especially for disabled customers and customers whose first language is not English. In improving access and communication we will reach those members of the Public who are normally least likely to take up our services.

### **TERMS OF REFERENCE**

1. To project manage the delivery of an equal, efficient, effective and engaging customer focused approach to access to services within the Council.
2. To identify and prioritise the equality and diversity issues facing the council.
3. To monitor and review the implementation of the Councils Equalities Plan and Action Plan

4. To monitor and review the implementation of the Councils Race Equality Scheme
5. To develop and implement an action plan for improving the Council's performance on meeting the Disability Discrimination Act
6. To develop and implement an action plan for improving communication with all customers.
7. To develop, monitor and review performance against a basket of Local Diversity Performance Indicators
8. To evaluate progress and outcomes of projects and capture lessons learned.
9. To celebrate success and communicate to employees, Members and the public progress being made.
10. To educate customers to ensure that there is increased take up of services.



## APPENDIX E

### ETHNICITY WITHIN THE DISTRICT: BME GROUPS, BY WARD

WARD	White: British	White: Irish	White: Other White	Mixed: White & Black Caribbean	Mixed: White & Black African	Mixed: White & Asian	Mixed: Other Mixed	Asian or Asian British: Indian	Asian or Asian British: Pakistani	Asian or Asian British: Bangladeshi	Asian or Asian British: Other Asian	Black or Black British: Black Caribbean	Black or Black British: Black African	Black or Black British: Other Black	Chinese or other ethnic group: Chinese	Chinese or other ethnic group: Other ethnic group
Bournmoor	2849	3	4	3	0	4	3	9	4	0	5	0	0	0	8	3
Chester Central	2600	10	20	0	7	3	0	5	0	5	0	0	3	0	13	3
Chester East	3277	10	25	0	3	5	8	4	0	0	0	0	3	0	11	3
Chester North	4601	6	20	3	3	6	9	0	0	0	0	3	0	3	0	3
Chester South	3182	9	19	0	0	0	3	0	0	0	0	0	3	0	17	3
Chester West	3410	8	23	3	3	3	0	3	0	0	0	0	0	0	3	0
Edmondsley & Waldridge	4926	11	32	3	0	14	0	6	0	0	0	0	5	0	35	13
Grange Villa & West Pelton	1583	3	7	3	3	0	0	3	0	0	0	0	0	0	7	0
Kimbleworth & Plawsworth	1648	0	10	3	3	3	0	6	3	0	0	0	0	0	0	3
Lumley	4520	10	7	4	0	8	0	4	0	0	4	0	0	0	5	9
North Lodge	2837	3	19	0	0	4	0	12	3	0	12	0	0	0	9	7
Ouston	2871	0	8	0	0	4	3	9	0	3	3	0	0	0	14	6
Pelton	5180	9	23	6	4	10	0	3	7	0	3	0	0	0	4	3
Pelton Fell	1455	4	9	0	3	0	0	0	0	0	0	0	0	0	4	0
Sacriston	4654	6	17	0	0	7	4	6	0	6	0	0	3	4	16	3
Urpeth	3212	11	9	0	3	0	3	7	3	0	0	0	0	0	6	7

Source: Ethnicity in the North East: an overview (updated version) (2004) produced by GO-NE

APPENDIX F

**COUNCIL FUNCTIONS AND POLICIES**

<b>Service Team</b>	<b>Functions</b>	<b>Policies</b>
Human Resources	Recruitment and selection	Recruitment and retention; Recruitment & selection; Induction policy and procedure; CRB: Undertaking checks for external parties, Portability etc, Storage; Recruitment of ex-offenders; Modern apprentices; Relocation scheme;
	Welfare	Occupational Health contract; Lancaster services contract; Managing stress at work;
	Discipline / grievance	Disciplinary and dismissal procedure, Grievance procedure
	Training	Training and development Strategy; Post entry training; Training and development; Training and development (elected members);
	PDP	Pdp scheme
	Health and safety	Health and safety policy and action plan; Dealing with hypodermic needles (sharps); Lone working; No smoking; Violence at work
	Job evaluation, Grading, Salaries, wages and other payments	Job evaluation procedure; Car users allowance; Career graded posts; Additional payments; Honorarium payments; Market factor allowances; Redundancy payments modification order;
	Attendance at work and Conditions of employment	Attendance at work; Compassionate leave; Early retirement scheme; Flexible working, part time and job share working; Flexible working hours scheme; Employee guidelines for new parents; Lieu time guidance; Parental leave; Time off for dependents; Time off for trade union duties;
	Employee relations	Management of change; Employee forum constitution; Equal opportunities; Monitoring officer protocol; Organisational restructures; Speak Out;
	Competency and behaviour	Employee Code of Conduct, Employee Competency Framework, Dignity at work; Incapacity and poor performance; Standards of dress;
	Other	Blood donor sessions guidance, Freedom of Information Act guidance; Internet/intranet usage; Long service awards; Response times;
	Civic Centre Management	
Revenues & Benefits	Revenues	Revenues collection Discretionary rate relief Discretionary powers
	Benefits	Prosecution
	Cashiers	

<b>Service Team</b>	<b>Functions</b>	<b>Policies</b>
Financial Services	Payroll	(HR policies above)
	Exchequer	Financial regulations
	Accountancy	Treasury management strategy; Medium term financial plan; Financial regulations
	Risk Management and Insurance	Risk management policy and strategy; claims handling protocols
	ICT	Internet/intranet usage
	Strategic procurement	Procurement strategy
Housing	Landlord Services	
	Housing Strategy	Housing Strategy Housing Revenue Business Plan Homelessness Strategy (to be reviewed)
	Repairs and Maintenance	Repairs Policy; Capital Project Procurement; Adaptations Policy; Decoration Policy
	Careline	
Community Safety and Development	All functions	Crime and Disorder strategy
Environmental Health	Food hygiene inspections	Food Safety Enforcement Policy; Infectious Disease Policy
	Licensing	Licensing Policy
	Housing	Housing Financial Assistance Policy; Affordable Warmth Policy – ‘Warm and Healthy Homes’
	Environmental	Noise Pollution Policy; LA21 Policy – ‘Living today, looking after tomorrow’
Planning	Planning	Local Plan (incorporating 162 policies)
Regeneration	Industrial Estate Management	
	Asset Management	
	Regeneration projects	
	Town Centre Management	
	Contaminated Land	
	External Funding	
	Markets	
	Economic Development	
	Geographical Information Systems	

<b>Service Team</b>	<b>Functions</b>	<b>Policies</b>
Leisure services	Community leisure	
	Parks & outdoor sports facilities	
	Riverside	
	Leisure Centre	
	Roseberry Grange golf complex	
	Community centres and village halls	
	Allotments	
	Selby Cottage child care centre	
	Community health	
Environmental Services	Refuse collection	Refuse collection
	Street cleaning/enforcement	
	Grounds maintenance	
	Burials	
	Transport	
Legal & Democratic Services	Right to buy / conveyancing	
	Other legal services	Constitution
	Election management	
	Member support	
ACE	Customer services	Corporate Complaints
	Public participation	
	Improvement and performance	
	Public relations	Policy for interacting with the media (employees)

APPENDIX G

COMPLETED FUNCTION ANALYSIS TEMPLATE

Initial Assessment of Functions and/or Policies for their Relevance to Impact Assessment

1	2	3	4	5	6	7	8
Function	Statutory/Non-Statutory	Contracted Out?	How relevant is the policy to Equality Impact Assessment?		What is the degree of relevance to Equality Impact Assessment?		What priority would you give this function/policy
Identify the Policy or Function	Please State YES or NO	Please State YES or NO	Does the function/policy involve the public or have consequences for them? Please state: 'A' = Involves the public 'B' = Has consequences for the public 'C' = Both	Is there any reason to believe that any (racial) minority groups <b>could be</b> differently affected by this policy/function?  If so, what groups are affected and how? Please use the Group Code	How much evidence do you have?  0 = None 1 = Little 2 = Some 3 = A Great Deal  Please identify by the Group Codes (i.e. 'G0' = Gender - No Evidence	Is there any public concern that the functions/policies are being operated in a discriminatory manner?  0 = None 1 = Little 2 = Some 3 = A Great Deal	1 = Top Priority (Year 1)  2 = Medium Priority (Year 2)  3 = Long Term Priority (Year 3)
Recruitment and selection	No	No	B	R, D, G, A, B	R2, D2, G2, A2, B1	0	1
Welfare	No	Part	0	All	All 0	0	1
Discipline/Grievance	Part (grievance)	No	0	All	All 0	0	2
Training	Part	Part	B	R, D, B	R2, D2, B2	0	2
Attendance at work	No	No	B	G, R, D, B, S, T	All 0	0	2
PDP	No	No	0	G	G1	0	2
Health and Safety	Yes	Part	C	G, D, R, B	G0, D2, R0, B0	0	1
Civic Centre Management	No	Part	C	D, R, B	D2, R2, B2	0	1

Job Evaluation	No	No	0	G, A	G2, A1	0	3
Employee relations	No	No	0	All	All 1	0	2
Revenues	Yes	No	C	R, D	R1, D0	1	1
Benefits	Yes	No	C	R, D, A, S, B, T	R2, D2, A2, S2, B1, T1	0	1
Payroll	Yes	No	0	No	0	0	3
Exchequer	No	No	0	No	0	0	3
Accountancy	Yes	No	B	No	0	0	3
IT	No	No	C	R, D, A.	R2, D2, A2	1	1
Strategic procurement	Yes	No	C	All	All 1	0	1
Housing	Yes	No	C	All	All 3	2	1
Repairs & maintenance	Yes	No	C	G, R, D, A, B	G1, R1, D2, A1, B1	2	1
Careline	No	No	C	G, R, D, A, B	G1, R1, D1, A1, B1	1	2
Community safety & development	Yes	No	C	All	All	3	1
Environmental Health	Yes	No	C	R, D, A, B	R2, D2, A0, B1	0	2
Planning	Yes	No	C	R, D, A, B	R0, D0, A0, B0	0	2
Estate & town management	No	No	C	R, D, B	R3, D2, B1	2	1
Regeneration	No	Part	C	All	All 2	2	1
Leisure	No	No	C	All	All 2	0	1
Selby Cottage nursery	No	No	C	All	All 2	0	1
Refuse collection/ street cleaning	Yes	No	C	B, D, A	B0, A1, D1	2	2
Transport	No	Part	0	No	0	0	3
Grounds maintenance / burials	No	No	C	All	All 3	0	1

Licensing	Yes	No	C	All	All 1	2	1
Legal	Part	Part	C	All	All 0	0	2
Democratic services	Part	No	C	R, D, A, T	R2, D2, A2, T1	3	1
Customer services	No	No	C	All	All 3	3	1
Public participation	No	No	C	All	All 3	3	1
Improvement & performance	No	No	B	All	All 3	3	1

Minority Group	Code
Gender	G
Racial Minorities	R
Disabled People	D
Sexual Orientation	S
Age	A
Transgender/Trans-sexual	T
Religion/Belief	B
Other	O

APPENDIX H

**DIVERSITY IMPACT ASSESSMENT TEMPLATE**

**NB TO BE REVIEWED BY 31.3.07**



**Chester-le-Street**  
District Council

**Diversity Impact Assessment Report**

<b>Service Team</b>	
<b>Directorate</b>	
<b>Name of policy/procedure</b>	
<b>Is it a new or existing policy?</b>	

a) Please provide a brief description of the purpose of the policy/procedure

b) Please detail all relevant research, data, public/staff consultation or involvement and other organisation's experiences which you considered in carrying out this assessment

c) As a result of your consideration of the policy/procedure are you aware of any (race) equality implications arising from the policy/procedure?

Yes / No

If the answer to this question is **NO**, please state why this is so, and do not carry on completing this form

If YES, what are they?

d) Does the policy/procedure and make reference to (race) equality wherever relevant?

Yes / No

If YES, provide examples



e) Please outline how the policy/procedure has (race) equality built in to it.

This may include work around the following (not exhaustive) list. Please tick and provide details.

Consultation		
Monitoring		
Access to information/services		
Marketing and promotion		
Target setting		
Training/briefing staff		
Review and evaluation		
Other		

f) What issues in respect of differential in impact on minority groups has this work revealed if any? Please describe what groups are affected and how.

--

g) Briefly outline what further action you could take to address these (race) equality issues (differences in impact), particularly in terms of amending the policy/procedure and reporting/publishing the results of this impact assessment? Where appropriate, specify the dates by which each action should be completed and the person responsible for undertaking it.

--

Impact Assessment Undertaken by:

**Signed:**

**Date Completed:**

APPENDIX I

**EQUALITIES TRAINING MATRIX**

**Competency Area 1 – Legislation & Policy Frameworks**

Comp. No.	Competency Statement	All Staff	Front Line	Supervisor	Manager	CO/Dir
1.1	Understand and comply with the key legal concepts in core E.O. Legislation (Direct, Indirect Discrimination, Harassment, Victimisation, Discrimination in Service Delivery, etc.)	◆	◆	◆	◆	◆
1.2	Undertake their roles and responsibility under the Race Relations (Amendment) Act 2000 (General & Specific Duties etc.)	◆	◆	◆	◆	◆
1.3	Undertake their roles and responsibility under the Disability Discrimination Act 1995 (Access, Reasonable Adjustments etc.)		◆	◆	◆	◆
1.4	Understands and supports Positive Action initiatives.	◆	◆	◆	◆	◆
1.5	Effectively implements Positive Action initiatives			◆	◆	◆
1.6	Understands and undertakes their role and responsibilities under the Corporate Equality Plan	◆	◆	◆	◆	◆
1.7	Understands and undertakes their role and responsibility under the Council's Equal Opportunity Policy	◆	◆	◆	◆	◆
1.8	Understands and undertakes their role and responsibilities under the Council's Bullying and Harassment Policy	◆	◆	◆	◆	◆

## Competency Area 2 – Council’s strategic vision

Comp. No.	Competency Statement	All Staff	Front Line	Supervisor	Manager	CO/Dir
2.1	Understands how this training contributes to the strategic goals of the Authority, as set out in the Corporate Plan 2005/2008	◆	◆	◆	◆	◆
2.2	Uses the knowledge and skills gained from training to set equality objectives and targets that contribute to the strategic goals of the Authority, as set out in the Corporate Plan 2005/ 2008			◆	◆	◆

## Competency Area 3 – Prejudice & Discrimination

Comp. No.	Competency Statement	All Staff	Front Line	Supervisor	Manager	CO/Dir
3.1	Understands the concepts of prejudice and personal discrimination	◆	◆	◆	◆	◆
3.2	Identifies instances of discrimination in their own and others behaviour and practices	◆	◆	◆	◆	◆
3.3	Understands the concept of institutional discrimination	◆	◆	◆	◆	◆
3.4	Understands the impact of discrimination on individuals and groups	◆	◆	◆	◆	◆
3.5	Behaves in an anti-discriminatory manner at all times	◆	◆	◆	◆	◆
3.6	Identifies behaviour which amounts to bullying and harassment and understands how to deal with it through the Bullying and Harassment Policy	◆	◆	◆	◆	◆

#### Competency Area 4 – Cross Cultural/Ability/Gender Communication

Comp. No.	Competency Statement	All Staff	Front Line	Supervisor	Manager	CO/Dir
4.1	Understands the importance and impact of language and terminology on customers and other staff	◆	◆	◆	◆	◆
4.2	Uses appropriate language and terminology with other staff and customers	◆	◆	◆	◆	◆
4.3	Identifies and overcomes cultural, ability and other barriers to effective communication.	◆	◆	◆	◆	◆
4.4	Identifies and uses appropriate methods of communication (Translation, Interpretation etc)		◆	◆	◆	◆

#### Competency Area – 5 Managing Diversity & Equality

Comp. No.	Competency Statement	All Staff	Front Line	Supervisor	Manager	CO/Dir
5.1	Identifies and effectively challenges inappropriate behaviour and/or language	◆	◆	◆	◆	◆
5.2	Effectively manages grievances, complaints of unfairness, harassment and bullying.			◆	◆	◆
5.3	Identifies potential areas and/or instances discrimination within Policies, Procedures and Working Practices. Reports such areas and/or instances to appropriate manager.	◆	◆	◆	◆	◆
5.4	Understands the Impact Assessment process and responds appropriately to reported instances of discrimination within Policies, Procedures and Working Practices				◆	◆
5.5	Understands the benefits of Work Life Balance to individuals, departments and the organisation as a whole	◆	◆	◆	◆	◆
5.6	Implements effective Work Life Balance initiatives				◆	◆
5.7	Understands and utilises fair recruitment and selection procedures			◆	◆	◆
5.8	Uses monitoring information to develop a diverse workforce (i.e underpinning Positive Action initiatives)			◆	◆	◆

Comp. No.	Competency Statement	All Staff	Front Line	Supervisor	Manager	CO/Dir
5.9	Identifies and deals with instances and complaints of unfairness in recruitment, selection and training procedures				◆	◆
5.10	Supports Corporate Equality initiatives under the Corporate Equality Plan	◆	◆	◆	◆	◆
5.11	Implements Corporate Equality Initiatives under the Corporate Equality Plan.			◆	◆	◆
5.12	Identifies and develops appropriate support for minority/vulnerable staff			◆	◆	◆
5.13	Develops and maintains an inclusive working environment	◆	◆	◆	◆	◆
5.14	Incorporates and assesses equality targets in staff appraisal scheme.			◆	◆	◆

### Competency Area 6 – Customer Focus

Comp. No.	Competency Statement	All Staff	Front Line	Supervisor	Manager	CO/Dir
6.1	Consults and involves all sections of the community to establish a full range of service needs and improve services			◆	◆	◆
6.2	Identifies and responds to diverse customer needs	◆	◆	◆	◆	◆
6.3	Monitors the effectiveness of services according to diverse social factors			◆	◆	◆
6.4	Uses monitoring information to identify improvements to service delivery			◆	◆	◆
6.5	Identifies and reports potential or actual barriers to access to services	◆	◆	◆	◆	◆
6.6	Develops appropriate methods to overcome barriers to access of services, buildings etc.			◆	◆	◆

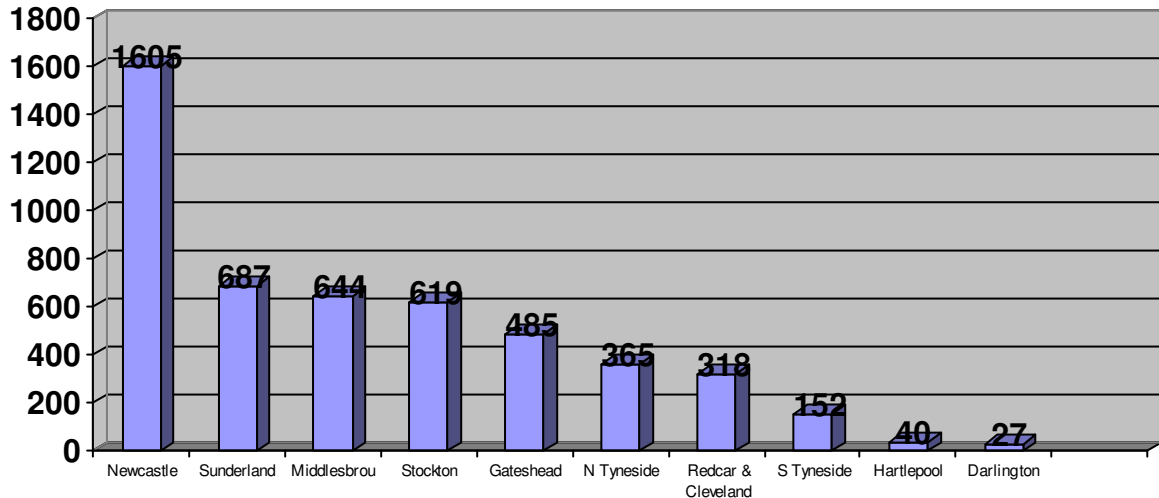
## Competency Area 7 – Leadership and Strategy

Comp. No.	Competency Statement	All Staff	Front Line	Supervisor	Manager	CO/Dir
7.1	Acts as a positive role model to all staff at all times, in terms of personal behaviour and language.	◆	◆	◆	◆	◆
7.2	Supports and utilises the Corporate Equality Plan/comprehensive Equality Policy as a benchmark for best practice.				◆	◆
7.3	Implements appropriate management strategies to ensure continuous improvement in service delivery			◆	◆	◆
7.4	Effectively represents the organisation's perspective on diversity, equality and community issues to external bodies, partners and individuals.				◆	◆
7.5	Inspires people to achieve excellence in terms of diversity and equality			◆	◆	◆
7.6	Identifies and integrates equality issues into all areas of the Council's work.			◆	◆	◆
7.7	Sets appropriate service equalities objectives and develops action plans to meet these.				◆	◆

## APPENDIX J

### REGIONAL STATISTICS ON ASYLUM SEEKERS AND REFUGEES

In the North East there are 10 different local authorities supporting asylum seekers. The chart below shows individual asylum seekers supported in NASS accommodation by the various local authorities:



#### Subsistence only supported asylum seekers

There are 184 asylum seekers in the North East who are not in NASS accommodation and receive only subsistence support from NASS. In total there are 27,635 clients getting only subsistence support throughout the country. The North East had less than 1% of this number. 19,920 (73%) of all asylum seekers in receipt of subsistence only support were located in London. The table below shows by local authorities the number of individual asylum seekers in receipt of subsistence only support from NASS:

Local Authority	Number of SO individuals
Newcastle	55
Middlesbrough	48
Sunderland	19
Gateshead	18
Stockton	15
Redcar & Cleveland	6
North Tyneside	5
South Tyneside	4
Hartlepool	2
Darlington	1
Others	11

Source: North East Consortium for Asylum Seekers and Refugees Services (NECASS): Asylum seeking communities in the North East of England – quarterly statistics at March 2004 (website [refugeesNE.co.uk](http://refugeesNE.co.uk))

APPENDIX K



**Chester-le-Street**  
District Council

*Equalities Monitoring Protocol*



**November 2006**



# Contents

1. Introduction
  - 1.1 Purpose
  - 1.2 Why equalities data is important
2. Customer profiles
  - 2.1 What we need to know
  - 2.2 How the data will be used
3. Data capture and storage
  - 3.1 Customer Relationship Management system
  - 3.2 Existing data
  - 3.3 Interim arrangements
  - 3.4 Responsibility
4. Monitoring and reporting procedure

## Appendices

1. Example of equalities data form
2. Guidance on data transfer to CRM system

# 1 Introduction

## 1.1 Purpose

The purpose of this protocol is to provide guidance for managers and staff in monitoring and managing data about their customers, and using that information to ensure equitable and accessible services for the whole community, and especially for those who are more vulnerable and disadvantaged.

## 1.2 Why equalities data is important

Chester-le-Street District Council provides a range of services to the public within our district. The communities we serve are many and diverse. They include individuals, groups, community representatives, and businesses. Inevitably, their needs are similarly many and diverse. The same level of service will not meet all of those needs, and therefore we must vary and adapt our services accordingly. We cannot, however, do that if we don't have information about our communities – who they are, where they are, and what their specific needs are.

Equalities law, and the Equality Standard for Local Government, are clear in their intention to direct councils to capture, monitor and manage data on their communities' needs. The council has recognised these requirements, and has built relevant actions into the Corporate Equality Plan to see that they are met. (The CEP can be viewed on the council's website, and on the Equality and Diversity Working Group page of the intranet).

An audit of current equalities data monitoring was undertaken during 2006. This showed that, by and large, the majority of service teams were not recording any equalities data at all, or were not using data to inform improvements to service delivery.

# 2. Customer profiles

## 2.1 What we need to know

The council's Corporate Equality Plan sets out clearly the areas to be scrutinised. These are:

- levels of participation
- levels of satisfaction
- levels of relevance
- levels of appropriateness
- levels of use / access

Within equality law and practice, there are 6 main strands that we need to be mindful of, and collect data on wherever possible. These are:

- Race
- Gender

- Disability
- Age
- Religion or belief
- Sexual orientation

Other customer information could include marital status, employment status, etc. Clearly, it is easier to collect data on some of these than others, and we need to be aware of sensitivity in some areas.

Feedback systems, whether CRM or service based, electronic or hard copy, should include a mechanism for the provision and disaggregation of equalities data. An example is provided in Appendix 1.

## **2.2 How the data will be used**

Simply collecting data will not bring about any benefits. It must be analysed to give us a clearer picture about the nature of our communities, and, when this is linked to consultation, a much better understanding of those communities' needs.

Analysis should take place at both the service and corporate levels to ensure that a) services are targeted effectively, and b) that the council as a whole is addressing the needs of the communities it serves in a fair and equitable way.

Objectives and actions arising from the analysis will be included in both service plans and the corporate equality plan, both of which are reviewed annually.

# **3. Data capture and storage**

## **3.1 Customer Relationship Management system**

At the time of writing, the council's CRM system is in the final stages of development. When fully operational, this will provide the storage facility for customer information.

Each contact by a customer, whether by phone, letter, e-mail, survey or in person, will be recorded onto the system. In this way, we will build up a picture of that individual, including any specific needs, eg physical disability.

The system has the ability to produce analytical reports on demand.

It should be noted that there will be some customers whose data may not be collected by the CRM system as they do live within the district. Examples may include applicants for jobs and individuals/groups hiring the council's facilities. In such cases, the service team concerned should maintain their own databases, and adhere to the monitoring and reporting procedure below.

### 3.2 Existing data

The CRM system will allow us to collect data from a point in time, but existing data will need to be transferred into the system. Guidance on how to do this is given in Appendix 2.

### 3.3 Interim arrangements

Until such time as the CRM system is fully operational, service teams need to ensure that they identify what customer information they have, or should have, and establish databases where necessary. The monitoring and reporting procedures detailed below should then be implemented.

### 3.4 Responsibility

Service Team Managers have overall responsibility for ensuring that equalities data pertaining to their specific service is collected, stored, analysed, monitored, reported, and acted upon. They are also responsible for ensuring that the Data Protection Act is adhered to.

Service Team Managers will appoint a member of their staff who will be responsible for data input, retrieval and storage, and for assisting in the analysis and preparation of reports. Typically, this would be the Customer Service Champions already in place.

## 4. Equalities performance monitoring and reporting procedure

### 4.1 Service plans

Legislation and the Equality Standard for Local Government require councils to establish service-based equality objectives and targets. We have captured this as actions within the Corporate Equality Plan, giving responsibility to Service Team Managers to ensure that they are included in service plans. Service planning guidance includes the following which must be addressed in the service delivery plan:

- **User Focus, Equality and Diversity Actions**

What are your proposals for improving community engagement in your service and what is your contribution to the council's equalities plan? What are you doing to meet the requirements of the Community Engagement and Involvement Strategy particularly in terms of focus groups and customer satisfaction surveys.

Sound data is essential to this process as an indicator of where improvements are necessary.

#### **4.2 Performance management**

Equality objectives, targets, actions and performance indicators should all be managed in accordance with the council's performance management framework, and as set out in the Performance Management Handbook.

#### **4.3 Reporting**

Progress on equality objectives etc set out in service plans will be reported to the Executive, through the Equality and Diversity Working Group and the corporate quarterly performance management report.

Service Team Managers will ensure that the Equalities Performance and Monitoring Report form, attached as Appendix 3, is completed at the end of each quarter. It should then be forwarded to the Performance and Improvement Manager, who will collate the forms into a single report for the Equality and Diversity Working Group and report to Executive.

The Performance and Improvement Manager will produce and publish a corporate annual report.


### **5. Support and further guidance**

Service planning guidance, Performance Management Handbook, an electronic version of the Equalities Monitoring form, and other supporting documentation are available from the Performance and Improvement Team.

The Equality and Diversity Working Group page on the council's intranet includes a document library and some links to other relevant websites. These may provide useful references.

The Performance and Improvement Manager can also provide advice and guidance on request.

## Appendix 1: Example of equalities data form

	<b>Chester-le-Street</b> District Council	<b>Equalities Information</b>
---	--	-------------------------------

In order that the Council has a better understanding of the make up of the communities it serves, and the specific needs of people within those communities, we would ask you to complete the form below. The information you provide will be held within the council's customer relationship management system, and is subject to the Data Protection Act.

Q1. Are you:  
**Please tick ✓ one box only**

Male

Female

Q2. To which age group to you belong?

18-30

30-40

40-50

50-60

60-70

70-80

Over 80

Q3. Do you have any long-standing illness, disability or infirmity? (long-standing means anything that has troubled you over a period of time or that is likely to affect you over a period of time)  
**Please tick ✓ one box only**

Yes

No

Q4. Does this illness or disability limit your activities in any way?  
**Please tick ✓ one box only**

Yes

No

Q5. To which sexual orientation group do you belong?  
**Please tick ✓ one box only**

Heterosexual

Lesbian

Transgender

Gay

Bi-Sexual

Q6. To which of these groups do you consider you belong to?  
**Please tick ✓ one box only**

<p><b>White</b></p> <p style="text-align: right;">British <input type="checkbox"/></p> <p style="text-align: right;">Irish <input type="checkbox"/></p> <p style="text-align: right;">Any other White background          (✓ and write in below) <input type="checkbox"/></p>	<p><b>Black or Black British</b></p> <p style="text-align: right;">Caribbean <input type="checkbox"/></p> <p style="text-align: right;">African <input type="checkbox"/></p> <p style="text-align: right;">Any other Black background          (✓ and write in below) <input type="checkbox"/></p>
<p><b>Mixed</b></p> <p style="text-align: right;">White &amp; Black Caribbean <input type="checkbox"/></p> <p style="text-align: right;">White &amp; Black African <input type="checkbox"/></p> <p style="text-align: right;">White &amp; Asian <input type="checkbox"/></p> <p style="text-align: right;">Any other Mixed background          (✓ and write in below) <input type="checkbox"/></p>	<p><b>Asian</b></p> <p style="text-align: right;">Indian <input type="checkbox"/></p> <p style="text-align: right;">Pakistani <input type="checkbox"/></p> <p style="text-align: right;">Bangladeshi <input type="checkbox"/></p> <p style="text-align: right;">Any other Asian background          (✓ and write in below) <input type="checkbox"/></p>
<p><b>Chinese and Other ethnic groups</b></p> <p style="text-align: right;">Chinese <input type="checkbox"/></p>	<p style="text-align: right;">Other ethnic group          (✓ and write in below) <input type="checkbox"/></p>

Q7. What is your religion or belief?  
**Please tick ✓ one box only**

<p style="text-align: right;">Christian <input type="checkbox"/></p> <p style="text-align: right;">Hindu <input type="checkbox"/></p> <p style="text-align: right;">Jewish <input type="checkbox"/></p> <p style="text-align: right;">Other (please state) <input type="checkbox"/></p>	<p style="text-align: right;">Muslim <input type="checkbox"/></p> <p style="text-align: right;">Sikh <input type="checkbox"/></p> <p style="text-align: right;">Buddhist <input type="checkbox"/></p>
---	---

Q8. What is your marital status?  
**Please tick ✓ one box only**

<p style="text-align: right;">Married <input type="checkbox"/></p> <p style="text-align: right;">Divorced <input type="checkbox"/></p> <p style="text-align: right;">Widowed <input type="checkbox"/></p>	<p style="text-align: right;">Single <input type="checkbox"/></p> <p style="text-align: right;">Civil Partnership <input type="checkbox"/></p>
---	--

## Appendix 2: Guidance on data transfer to CRM system

The Durham e-govt partnership CRM system is now well into development with staff from the Council being involved in a whole host of workshop sessions to create, develop and test a number of service requests. These service requests will provide all teams with access to the same IT system thus ensuring that a consistent approach is taken to reporting, logging and tracking of requests from members of the public. The CRM system is also the ideal solution to the problem of storing data, about our customers, which will in turn allow us build a clear picture of there needs and wants as well as establishing a clear customer profile.

A number of teams, at present, collate information about their customers; however, theses are invariably contained across a series of databases. These teams will be expected to produce the data in such a way that it can be easily transferable into the CRM system. The excel spreadsheet below provides an example of how the data should be stored to allow the update to take place.

<i>Name</i>	<i>Address</i>	<i>D.O.B</i>	<i>Visual Impairment</i>	<i>Hearing Impairment</i>	<i>Other disability</i>	<i>Ethnic Group</i>
Craig Etherington	23 Fleetham Grove	6.5.67	N	N	N	White / British
Mary Jones	5 Newcastle Road	17.9.34	N	Y	N	White / British
John Smith	12 Coniston Road	22.12.65	N	N	Wheelchair User	White / British

Storing Data in such a way will allow the technical officers within the e-govt partnership to upload data into the CRM system. This is in development and the completion date will be determined by the completion of the CRM system and the agreement on information sharing protocols, to be agreed, that meet the requirements of the Data Protection Act.

In addition further consideration is being given to the storage of information relating to religious belief and sexual orientation. However, further discussion will be required on the practicalities of gathering this information in the first instance.



## Appendix 3: Equalities Monitoring and Performance Report



**Chester-le-Street**  
District Council

**Equalities Monitoring & Performance Report**

# Service Team Name #  
Report for quarter ended: (date)

### Customer profiles and access

Data source: CRM / Other (identify)

Number of people accessing services during the period:

Percentage of those in relation to equality strands:

Race	Disability	Age	Gender	Religion	Sexual Orientation

Complaints received during the period:

Race	Disability	Age	Gender	Religion	Sexual Orientation

Compliments / enquiries received during the period:

Race	Disability	Age	Gender	Religion	Sexual Orientation

Detail relevant issues arising that have been or are being dealt with:

What, if any, adjustments to service delivery are necessary:

**Progress on service plan objectives**

<b>Service plan objective / action</b>	<b>Target 06/07</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>

**Performance on equalities best value and local performance indicators**

<b>Ref</b>	<b>BVPI / LPI</b>	<b>Description</b>	<b>Target 06/07</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>

Report prepared by:

Signed off by (STM):

Date: