

DIVERSITY AUDIT GAP ANALYSIS Appendix 2

(BASED UPON RACIAL EQUALITY SCHEME LEVEL 1 TO 3)

GREEN Compliant **AMBER** Part compliant or needs reviewing **RED** Not demonstrable action * no date required

LEADERSHIP AND CORPORATE COMMITMENT

Ref RES	Key objectives	Activity	Responsible Officer	Target date	Evidence	Key performance Measure
1.1.1	Formulate and adopt a comprehensive equality policy		I Jones L Allison	*	Policy has been adopted	Adoption of policy
1.1.2	Ensure written policies are in line with current legislation	Ongoing review in light of legislative changes	MT * Divisional Managers	Ongoing	Policy is inline with date of legislation	Adoption of policy
1.1.3	Corporate commitment to developing a corporate equality plan		I Jones L Allison	*	Agreed by Members	Report to members
1.1.4	Corporate commitment to undertaking equality and needs assessment		I Jones L Allison	*	Intention within race equality scheme	Report and scheme comparison
1.1.5	Corporate commitment to fair employment and equality policy		I Jones L Allison	*	Equality policy identifies this Corporate Plan Objective	Report

Refer RES	Key objectives	Activity	Responsible Officer	Target date	Evidence	Key performance Measure
1.1.6	Corporate commitment to specific resources for improving equality	Need to review current resource allocation to achieve outcomes	I Jones T Habu	01.02.06	Commitment in policy	Investment in training and development and £5,000 to Durham and Darlington REC
2.1.1	Publish corporate equality plan	Need updating	I Jones * T Habu Equality Network	23.10.06	Revised Policy agreed by Council	Revised Equality Plan Published
2.1.2	Demonstrate corporate engagement in a DIA process	Revenues and Benefits to pilot programme. Needs to then be developed within Council in a practical way	S. Davis I Jones *	31.03.06	Pilot completed Roll out programme agreed	Impact Assessment Plan produced and programme commenced. Awareness training undertaken.
2.1.3	Develop corporate mechanism for assessing development of service level equality objectives and targets	Mechanisms in place but have not been applied. (Race Equality Scheme)	T Gorman *	31.03.06	Guidance protocols developed and assessment systems in place	Systems and protocols in place by agreed target date
2.1.4	Monitoring systems to review	Scrutiny Protocols required	M. Hole	31.03.06		Protocols in place and programmed into scrutiny mechanisms
2.1.5	Systems for dealing with harassment re equality are in place	Consider expanding first contact complaint data	L Spraggon * Equality Network	31.03.06	Dignity at work for employees. Complaints procedures for others. Anti Social behaviour policy, first contact data	Review process completed and action plan developed

Ref RES	Key objectives	Activity	Responsible Officer	Target date	Evidence	Key performance Measure
3.1.1	<i>Directorates and service teams have targets based upon equality objectives</i>	<i>Requirement to be built into service plans</i>	<i>T. Gorman Directors</i>	<i>31.03.08</i>	<i>Service Plans</i>	<i>Equality targets identified in service performance</i>
3.1.2	<i>Establish corporate guidelines for info gathering on equality monitoring</i>	<i>Production of guidelines</i>	<i>Anne Smith</i>	<i>31.03.08</i>	<i>Service Plan Guide includes monitoring mechanisms</i>	<i>Equality monitoring in place</i>
3.1.3	<i>Seek agreement on equality targets with partners</i>	<i>Develop consultation schedule Identify Partners Agree targets and monitoring with partners</i>	<i>N. Tzamaris * Service Managers</i>	<i>31.03.08</i>	<i>Equality Targets</i>	<i>Agreed equality targets in place</i>
3.1.4	<i>Contract management equality targets</i>	<i>Procurement procedures need to establish targets in procurement plan</i>	<i>D. Knowd Procurement Strategy Network</i>	<i>31.03.08</i>	<i>Revised procurement strategy</i>	<i>Mechanisms are in place and being used in the management of contractors/suppliers</i>
3.1.5		<i>Integrate into service plans</i>	<i>T. Gorman Service Managers</i>	<i>31.03.08</i>	<i>Service Plans</i>	<i>Equality targets and Service Plans developed</i>
3.1.6	<i>Adopt where appropriate national targets/ performance indicators</i>	<i>Integrate further into corporate and service plans</i>	<i>G. Elliott Service Managers *</i>	<i>31.03.08</i>	<i>Corporate/ Service Plans</i>	<i>National and local targets are included in service and corporate plans</i>
3.1.7	<i>Implement system for reviewing progress</i>	<i>Develop monitoring systems further</i>	<i>Anne Smith Service Managers</i>	<i>31.03.08</i>	<i>Corporate/ Service Plans</i>	<i>Systems being used to review and report performance re action plans</i>

Ref RES	Key objectives	Activity	Responsible Officer	Target date	Evidence	Key performance Measure
3.1.8	Senior officers and members endorse action	Establish reporting framework within Scrutiny/Exec Process	M. Hole CMT Equality Network	31.03.08	Action Plans	Action plans endorsed by Corporate Management Team
3.1.9	Link action plans to best value process	Integrate into Corporate/Service Plan	N Tzamaras T. Gorman	31.03.08	Corporate/ Service plan	Local and national performance indicators in place
3.1.10	Actions on target commenced	Include in quarterly performance reports	T. Gorman Anne Smith	31.03.08	Review reports	Performance reported to Scrutiny

CONSULTATION AND COMMUNITY DEVELOPMENT AND SCRUTINY

Ref RES	Key objectives	Activity	Responsible Officer	Target date	Evidence	Key performance Measure
1.2.1	<i>Corporate commitment to consult with community, staff and stakeholders</i>	Consult Staff Forum, Citizens Panel	G Elliott	*	Equality Policy	Equality policy Adopted
1.2.2	<i>Corporate commitment to scrutiny and consultation</i>	Include in Service Plans	M Hole	*	Equality policy adopted	Commitment in Service and Corporate Plan
1.2.3	<i>Corporate commitment to equality self-assessment, scrutiny and audit</i>	Revise Plan	Equality Network	*	Equality policy	Revised Equality Policy
1.2.4	<i>Each directorate/ service team is committed to engage in consultation</i>	Revise Service Plan	A Harrington T Habu	31.03.07	Equality Policy	Included in action plan within service plans
1.2.5	<i>Corporate commitment to consult directorates and service teams</i>	Revised Equality Policy	Equality Network	*	Equality Plan	Revised Equality Policy
1.2.6	<i>Each directorate team committed to assessment</i>	Service plan guidance needs to be reviewed	T. Gorman	31.03.06	Service Plans	Included in action plan within service plans
1.2.7	<i>Incorporate equality policy as a key theme within the community strategy</i>	Review current strategy under way	N Tzamaras	31.03.06	Revised community strategy	Theme identified within community strategy
1.2.8	<i>Commit to establishing mechanisms to respond to harassment</i>		T Clifford	*	Protocols in place and reporting mechanisms established	

Reference RES	Key objectives	Activity	Responsible Officer	Target date	Evidence	Key performance Measure
2.2.1	Draft Corp Equal Plan has been circulated – appropriate language	Consider publication and format Consultation	T Habu N Tzamarías *	23.06.06	Equality Plan	Consultation with stakeholders taken place
2.2.2	Review equality content of community plan	Review currently under way	N Tzamarías	Ongoing	Revised Community Plan	Equality content of plan updated
2.2.3	Establish consultation groups with community, staff and stakeholders	Matrix etc. to be circulated	A Harrington S Clark	31.03.06	Staff Forum, Equality Network, LSP etc.	Consultation Policy Guidance
2.2.4	Engage in consulting members, employees, teams on requirements	Consultation methodology for DIA	Service Managers Equality Network *	31.03.06	Staff Forum, Equality Network, LSP etc.	Consultation completed
2.2.5	Directorates engage in consultation with designated community, staff and stakeholders	Impact Assessment programme	Service Managers Equality Network *	31.03.06	Impact assessments produced	Completion of initial consultation process
2.2.6	Directorates and teams engage in equality self-assessment, scrutiny	Build assessment into service plan guidance Review process for service plans	T Gorman Directors Service Managers	31.03.06	Service Plan Process integration	Implementation of guidance within plans
2.2.7	Equality Plan and objectives incorporated in partnership arrangements	Include requirement in procurement strategy And partnership protocols	D Knowl Service Managers Audit *	31.03.06	Update procurement strategy	Clear equality objectives are included within strategy and partnership arrangements
3.2.1	Make public all service level and employment objectives – that are available for scrutiny and challenge	Set comprehensive service and employment objectives and publicise in corporate plan	Directors Service Managers T Gorman	31.03.08	Corporate Plan	Details available on line and in hard copy

Reference RES	Key objectives	Activity	Responsible Officer	Target date	Evidence	Key performance Measure
3.2.2	<i>Make provision of language services appropriate to designated consultation and scrutiny</i>	Equality Survey Develop internal protocols for translation etc.	L Allison J Davis Equality Network	31.03.08	Survey results Translation protocols	Survey results published with action plan Protocols in place and being applied
3.2.3	<i>Completion of a full and systematic consultation process with designated community, staff and stakeholder groups</i>	Action Plan needs to be developed to link with plan	A Harrington	31.03.08	Completion of consultation	Results of actions
3.2.4	<i>Consult on involving community, staff and stakeholder groups with scrutiny procedures</i>	Process developed for consultation	A Harrington Service Managers	31.03.08	Tenant participation panel Corporate Consultation Policy Factor checklist for reports	Consultation schedule agreed
3.2.5	<i>Consultation on equality to be linked with continuing development of community strategy</i>	Include in review of community strategy	N Tzamaras Anne Smith	31.03.08	Inclusion in Community Strategy	Community Strategy demonstrates links
3.2.6	<i>Publicise how, where and when action on targets will start</i>	Include in the corporate plan	N Tzamaras	31.03.08	Corporate Plan	Action plans published

SERVICE DELIVERY AND CUSTOMER CARE

Reference RES	Key objectives	Activity	Responsible Officer	Target date	Evidence	Key performance Measure
1.3.1	<i>Directorate and service team commitment to service delivery</i>	<i>Review targets Include commitment in Service Plans</i>	<i>Directors Service Managers</i>	<i>*</i>	<i>Ongoing review data and information</i>	<i>Service Plan to include commitment</i>
1.3.2	<i>Directorate and service team commitment to implementing DIA for service delivery including assessments of organisational and individual requirements for compliance</i>	<i>Agree programme for implementation across the Council</i>	<i>Directors Service Managers</i>	<i>*</i>	<i>Ongoing review data and information</i>	<i>Agree programme</i>
1.3.3	<i>Directorate etc. commitment to developing equal access to services to service plans and setting targets</i>	<i>Include in Service Plan</i>	<i>Directors Service Managers</i>	<i>*</i>	<i>Ongoing review data and information</i>	<i>Service Plan to include commitment</i>
1.3.4	<i>Directorate and service team commitment to equality action planning and target setting</i>	<i>Include in Service Plan</i>	<i>Directors Service Managers</i>	<i>*</i>	<i>Ongoing review data and information</i>	<i>Service Plan to include commitment</i>

Reference RES	Key objectives	Activity	Responsible Officer	Target date	Evidence	Key performance measures
1.3.5	<i>Directorate and service team committed to allocate specific resources for improving equality practice</i>	Increase representation on network Additional dedicated resource	I Jones *	31.03.06	Equality Network Employee attending training	Commitment included within service plans
2.3.1	Engage in directorate and service team DIAs	Impact assessments undertaken	Service Managers *	31.03.06	Impact assessment reports produced and action plans developed	Programme of assessment identified and completed
2.3.2	Engage in development of directorate/service level equality objectives and targets	Develop equality objectives within service plans	T Gorman Service Managers Equality Network	31.03.06	Service Plans	Equality measures identified
2.3.3	Review of services should include the procurement function and all contracted services and partnership arrangements	Review Best Value process	D Knowd T Gorman Service Managers	31.03.06	Best Value reviews	Reviews adhere to protocols and procedures produced
3.3.1	Complete access to services element of the CEP and ensure consistency with RES	Undertake assessment of access	C Robinson Service Managers	31.03.08		

Reference RES	Key objectives	Activity	Responsible Officer	Target date	Evidence	Key performance Measure
3.3.2	<i>Equality objectives and target developed within each directorate/service team</i>		<i>T Gorman Service Managers Equality Network</i>	31.03.08	<i>Service Plans</i>	<i>Inclusion of objectives within service plans</i>
3.3.3	<i>Service planning to address important barriers, accessibility and reasonable adjustment</i>	<i>Pro forma needs to be reviewed and performance measures identified</i>	<i>T Gorman * Service Managers Equality Network</i>	31.03.08	<i>Revised Service Plan pro forma</i>	
3.3.4	<i>Allocation of appropriate resources to achieve targets</i>	<i>Increased resources to achieve outcomes required</i>	<i>CMT N Tzamaris *</i>	31.03.08	<i>Increased resources to project</i>	<i>Project progress within identified time frames</i>
3.3.5	<i>Establish structures of responsibility to directorate/service team level to progress action plans</i>	<i>Monitor service plans</i>	<i>T Gorman Management Team Service Managers</i>	31.03.08	<i>Revised Service Plans</i>	<i>Action plans and accountability identified within plans produced</i>
3.3.6	<i>Set timetable for creating/ adapting info. and monitoring systems within service areas</i>	<i>Service plans to include time frame</i>	<i>Service Managers</i>	31.03.08	<i>Service Plans</i>	<i>Action plans included within Service Plans</i>

Reference RES	Key objectives	Activity	Responsible Officer	Target date	Evidence	Key performance Measure
3.3.7	Agencies delivering services include within contracts a requirement to deliver an effective and appropriate service, fairly and without unlawful discrimination	Review of contracts and procurement guidance to ensure compliance	A Rocks-Mennon D Knowd	31.03.08	Procurement Strategy/ Protocols	Revised contract/guidance produced
3.3.8	Establish monitoring of contracts to secure equal employment and service delivery targets	Review of contracts and procurement guidance to ensure compliance	Service Managers	31.03.08	Procurement Strategy/ Protocols	Procurement strategy protocols in place
3.3.9	Start action on departmental and service area targets	Form part of current service plan review	T Gorman * Service Managers	31.03.08	Scrutiny Reports	Action plans and evaluation to CMT/Scrutiny

EMPLOYMENT AND TRAINING

Reference RES	Key objectives	Activity	Responsible Officer	Target date	Evidence	Key performance measure
1.4.1	<i>Adopt recruitment procedures which use non-discriminatory practices</i>	Ongoing review	I Jones	*	Appointments Procedure	Review of appointment procedure
1.4.2	<i>Commitment to an employment equality assessment of the local labour market and equal pay review</i>		I Jones	*	Service Plan	
1.4.3	<i>Commitment to establish a fair employment and equal pay policy</i>		I Jones	*	Equality Policy	
1.4.4	<i>Commitment to developing equal employment and equal pay entitlement</i>	Ongoing single status review	I Jones	31.03.07	Equality Policy	Completion of single status
1.4.5	<i>Commitment to adopt procedures to ensure that publicity for vacancies does not unfairly restrict applications</i>	Ongoing	I Jones	*	Appointments Procedure Equality Policy Marketing strategy	Application data compared to previous trends and population

Ref RES	Key objectives	Activity	Responsible Officer	Target date	Evidence	Key performance Measure
1.4.6	Commitment to produce a standard range of application forms and job descriptions that are clear and explicit	Ongoing monitoring	I Jones	Ongoing	Existing forms and job descriptions	Standard documents Customer satisfaction 98%
1.4.7	Commitment to review personnel information systems for monitoring	Ongoing process	I Jones	Ongoing	Reviews that are timely	Service Plan
1.4.8	Commitment to make procedures consistent with employee codes of practice	Ongoing process	I Jones	*	Equality policy Appointment Procedure	Policy agreed by Council
1.4.9	Commitment to develop a programme for staff training in equality issues		I Jones	*	Corporate Development plan	PDP, training provision within programme
2.4.1	Develop fair employment and equal pay policy	Job evaluation process under way	I Jones	31.03.07	New grading and pay structures	Completion of pay model
2.4.2	Engage in employment equality assessment of local labour market area	Assessment needs to be undertaken	J. Urquart-Arnold	31.03.06		

Ref RES	Key objectives	Activity	Responsible Officer	Target date	Evidence	Key performance Measure
2.4.3	<i>Engage in workforce profiling and an equal pay review</i>	<i>Workforce Plan Single status</i>	<i>I Jones</i>	<i>31.03.06</i>	<i>Workforce Plan</i>	
2.4.4	<i>Adopt procedures to ensure that publicity of vacancies does not discriminate</i>	<i>Consult with advisors</i>	<i>I Jones</i>	<i>31.03.06</i>	<i>Audit of current practices</i>	<i>Reviewed publicity practices</i>
2.4.5	<i>Produce a range of application forms and job descriptions that are clear and explicit</i>		<i>I Jones</i>	<i>Ongoing</i>	<i>Recruitment Documents</i>	<i>User satisfaction 95% or above</i>
2.4.6	<i>Review personnel information system for monitoring suitability</i>	<i>Currently purchasing new system to assist with monitoring process</i>	<i>I Jones</i>	<i>01/04/06</i>	<i>System in place</i>	<i>Monitoring data produced</i>
2.4.7	<i>All employee procedures to be made consistent with current legislation and employment codes</i>	<i>Ongoing</i>	<i>I Jones</i>	<i>Ongoing</i>		<i>Legislative changes actioned with regard to policies and procedures</i>
2.4.8	<i>Develop programme of equality training to support policy. Ensure training</i>	<i>Review currently under way re mandatory training</i>	<i>I Jones</i>	<i>31.03.06</i>	<i>Part of Corporate development Plan</i>	<i>Training provision and evaluation</i>

	<i>programme is consistent with training arrangements in the Council's RES</i>					
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Ref RES	Key objectives	Activity	Responsible Officer	Target date	Evidence	Key perform measure
3.4.1	Complete employment section of the CEP and ensure consistency with the RES	Review CEP to ensure compliance	I Jones	31.03.08	Corporate policy	Compliance with Council Revised CEP
3.4.2	Set employment equality targets for recruitment, staff retention, workforce profiles	Part of service Plan	I Jones	31.03.08	Divisional Service Plans	Targets set and reviewed
3.4.3	Conduct an equal pay review and plan for adjustments	Single status	I Jones	31.03.08	Single status agreement	Revised pay structure
3.4.4	Ensure staff and members are aware of action plans and implications for service and employment	Part of induction and corporate development plan	I Jones	31.03.08	Induction programme for members and employees	Programme includes diversity issues
3.4.5	Provide training for managers on implementation of the standards with contractors and partners	Needs to be developed following protocol development	D Knowd	31.03.08	Incorporated into corporate development plan	Training provided for appropriate managers

Ref RES	Key objectives	Activity	Responsible Officer	Target date	Evidence	Key performance Measure
3.4.6	<i>Training for all staff involved in recruitment on the equality standard, setting service objectives, action planning and monitoring,</i>	<i>Form part of corporate development plan</i>	<i>Recruiting Managers L Allison</i>	<i>31.03.08</i>	<i>Incorporated into corporate development plan</i>	<i>Training provided for appropriate managers</i>
3.4.7	<i>Provide training for all staff on the detail implementation of the standards including action plans and updates</i>	<i>Form part of corporate development plan</i>	<i>Training network</i>	<i>31.03.08</i>	<i>Incorporated into corporate development plan</i>	<i>Training provided for appropriate managers</i>
3.4.8	<i>Build equality objectives and targets into management appraisal mechanism</i>	<i>PDP Review</i>	<i>M Clark Directors</i>	<i>31.03.08</i>	<i>Revised PDP objectives</i>	<i>Targets identified in PDP for managers</i>
3.4.9	<i>Provide information and training on action plans to support scrutiny Process</i>	<i>Scrutiny development plan</i>	<i>M. Hole</i>	<i>31.03.08</i>	<i>Incorporated into member development plan</i>	<i>Training provided for appropriate managers</i>

Reference RES	Key objectives	Activity	Responsible Officer	Target date	Evidence	Key performance Measure
3.4.10	<i>Establish a system of guidance and training on equality issues to short listing and interview panels</i>	<i>Recruitment guide requires updating</i>	<i>L Allison</i>	<i>01.06.06</i>	<i>Incorporated into corporate development plan</i>	<i>Training provided for appropriate managers</i>
3.4.11	<i>Start action on all employment and pay targets</i>	<i>Service Plan 2006</i>	<i>I Jones</i>	<i>01.04.06</i>	<i>Service Plan</i>	<i>Targets identified within plan</i>