

Consultation on the Equality Framework for Local Government

Since 2001 the Equality Standard for Local Government (ESLG) has helped local authorities make real progress in mainstreaming equality issues in service delivery. Over time, however, the strengths and weaknesses of the Equality Standard have become clearer. An equality performance and improvement framework also needs to respond to the challenges that councils face today. New patterns of migration, our changing demographic structure, and changing expectations of customer service mean that equality and diversity is important for us all.

We also need to reflect new thinking on how we understand equality and the challenges for local government, as set out in the new performance framework for local government.

The improvement framework for local government is also changing. We hope that the Equality Framework for Local Government (EFLG) will complement the developing National Improvement and Efficiency strategy and the work of the Regional Improvement and Efficiency Partnerships (RIEPs) in improving performance on equality and diversity.

This seems, therefore, a good time to revise the ESLG and we are now consulting on a draft Equality Framework for Local Government (EFLG). We hope that this will also stimulate similar work in other parts of the public sector and welcome the work that is already being undertaken by the National Policing Improvement Agency, the Fire Services and on the development of generic equality schemes in the NHS. Developing equality frameworks in other parts of the public sector will create greater common understanding and sharing of best practice.

Timetable and process

We want to draw on the rich experience of authorities in implementing the ESLG and will be consulting on this draft over a 12 week period until 10 September 2008.

The Equality Framework for Local Government (EFLG) is available from the [IDeA Knowledge website](#) and the IDeA Equality Standard [Community of Practice](#). The Community of Practice will also have ongoing discussion on the Framework.

To respond to this consultation please see the following link:

http://www.surveymonkey.com/s.aspx?sm=plepO22tupoSJBDfsFUKhg_3d_3d

If you require the consultation questions in another format please contact Liz Gardiner (elizabeth.gardiner@idea.gov.uk).

Further consultations are also taking place with various expert groups (including the Audit Commission and Equality and Human Rights Commission) and in different areas of the country.

The EFLG will be launched at the beginning of 2009 so that authorities can start using it at the beginning of April 2009 when the new performance framework and Comprehensive Area Assessment come into operation.

Significant Changes

Simplification

A major criticism of the Equality Standard was that it was too process orientated and unnecessarily resource intensive. We have therefore introduced three levels (**Emerging, Achieving** and **Excellent**) instead of five, and significantly reduced the number of prescribed actions. We have also highlighted those areas where work on the Framework will count towards compliance with the existing public duties and customer care. The new Framework is intended to be less burdensome and resource intensive.

Self Assessment

We want to encourage critical self assessment and the Peer Challenge rather than external auditing – which is more expensive and makes less contribution to learning within the sector. We will therefore continue the Peer Challenge we have already developed for Level 3 of the ESLG for authorities seeking **Achieving** and **Excellent** status. Authorities who have successfully gone through the self-assessment and the peer challenge process will be awarded by a kite mark. The new Framework is less prescriptive than the ESLG, so to maintain common standards of improvement that are nationally recognised the Peer Challenge will perform an essential moderating function.

New broader definitions of equality

We have used the definition of equality set out in The Equalities Review. This emphasises **equal life chances for all**. This definition is in-line with the old Standard, which includes the groups that enjoy legal protection against discrimination – race, gender, disability, religion or belief, sexual orientation and age – but also encourages authorities to work with other groups who may face disadvantage and discrimination, such as white working class boys, looked after children and groups like Gypsies and Travellers whose needs have often been ignored.

The EFLG anticipates a generic equality public duty which may be introduced in the forthcoming Single Equality Bill.

The EFLG does not include human rights at this stage. The Equality and Human Rights Commission (EHRC) is presently conducting an inquiry into how human rights work in Britain. This may provide useful evidence and best practice on how human rights can be developed, particularly for some of the most vulnerable groups in society. We seek your views on the inclusion of human rights, in whole or part, in this Framework.

Place shaping and the new performance standard for local government

The EFLG reflects the new place shaping role of local government, the importance of partnership working, Local Strategic Partnerships (LSPs) and Local Area Agreements (LAAs). We hope that evidence that can be used for self-assessment will also provide significant evidence for the new Comprehensive Area Assessment (CAAs). This should also complement the IDeA's CAA self-assessment toolkit currently being developed.

Building on the ESLG

The ESLG was built around four areas of change management – corporate leadership, stakeholder consultation, improved service delivery and diverse workforces. We have retained these areas because they are important elements of a performance framework. It also allows authorities to **migrate** their achievements under the old Standard. We have added a fifth area, 'Knowing your communities – equality mapping', to reflect the importance of the place shaping agenda, these indicators become more important at the Achieving and Excellent stage. We will shortly produce new guidance on equality data available from the IDeA Knowledge website.

Transition and Migration

Work done to date on the ESLG will automatically count towards the new EFLG. So if you are currently at Level 1 or 2 you can automatically claim to be at the Emerging level. If you are at Level 3 you can claim to be at the Achieving level. If you are at Level 4 you can claim to be 'Moving towards Excellence' and those at level 5 can claim to be Excellent.

The **Moving towards Excellence** classification is only intended to reflect the achievements of these authorities at level 4 of the old ESLG. Authorities at level 4 who wish to move up to **Excellent** will have to work towards the **Excellent** status of the new Equality Framework. Authorities at level 3 wishing to improve their performance will have to achieve the **Excellent** level in the Framework.

How the Framework will operate

In simplifying the Equality Standard, in line with other changes in local government, we want to move away from a very prescriptive top down process towards a more **proportional** approach where local authorities can use the Framework to determine their local needs, priorities and actions.

We are aware that this may cause fears that some areas or equality groups will not receive the attention they deserve. However, coupled with the legal public duties and the moderating impact of the Peer Challenge, we believe that less prescription will produce more innovation and local buy-in.

We do not therefore intend to produce detailed guidance, but have given three examples of how very different authorities might be measured under the new

Framework. There may, however, be areas, for instance procurement, where more guidance would be useful and we seek your views on this.

The 'How was this done' column is therefore not intended to be a mandatory list of actions, but rather guidance on what sort of evidence could demonstrate achievements against the Framework.

Help with the Framework

es@t

Many authorities are using the es@t tool to help them measure progress against the ESG. We intend to revise the es@t tool to support the Framework and this will be ready by the beginning of 2009 when the new Framework is launched.

Regional Improvement and Efficiency Partnership (RIEP) strategies

Most RIEP strategies have included a welcome commitment to improve Councils' performance against the Equality Standard. Local authorities should therefore be able to look to their RIEPs for improvement resources.

IDeA equality consultants

The IDeA have a number of approved equality consultants able to work with local authorities on the Equality Standard. During the next six months we will undertake a programme of training for these consultants on the new Framework so that authorities can access high quality consultancy advice should they wish to do so.

Equality framework for local government

Copy for consultation

May 2008

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Introduction

The Equality Standard for Local Government (ESLG) was established in 2001 as a performance and improvement framework to enable local authorities to mainstream equality. It has now been revised to take account of the feedback from local authorities and the challenges and opportunities introduced by the local government white paper, 'Strong and Prosperous Communities'¹, and the new performance and assessment framework.

This new Equality Framework for Local Government (EFLG) has been designed to build on existing work by

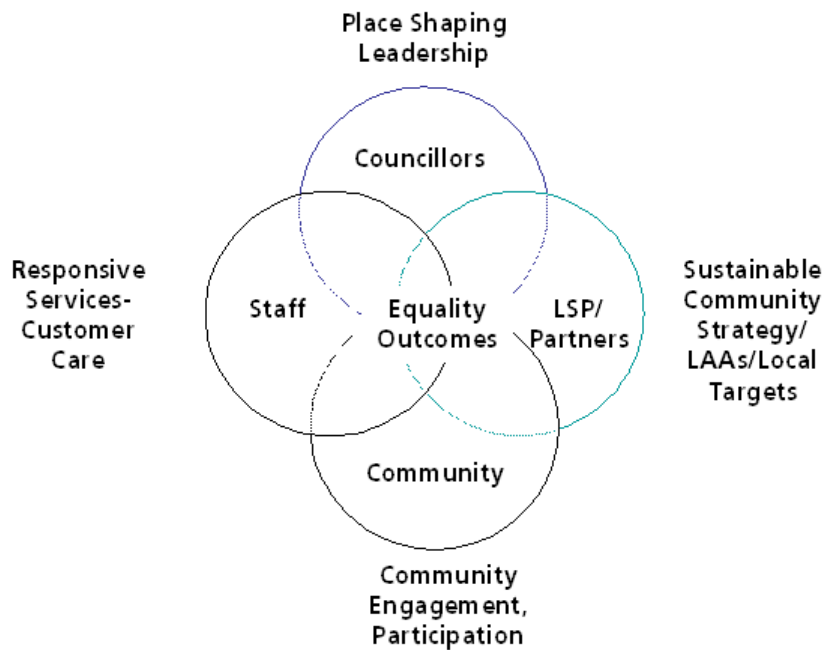
- providing a simpler framework, reducing the amount of process and introducing a more outcome focused approach
- encouraging the use of the Framework so that it is proportional and relevant to the needs and circumstances of the authority
- simplifying the self assessment process backed by peer challenge
- integrating the public duties on race, disability and gender and providing a common performance framework for compliance
- enabling local authorities and their Local Strategic Partners to identify and analyse equality priorities for inclusion in their Local Area Agreements (LAAs) and complementing the new performance assessment framework – the Comprehensive Area Assessment (CAA) –which will take effect from April 2009
- allowing authorities to 'migrate' their achievements under the original Equality Standard.

Before embarking on the framework it is important that the challenges of the framework are understood.

Achieving better outcomes for people

The challenge for local government is to develop better outcomes for individuals, families and communities. To do this local authorities will need to understand the differing needs of communities, the differing life chances of individuals and families and the barriers to equality.

¹ Strong and Prosperous Communities - The Local Government White Paper, October 2006



Our society is becoming more diverse. Understanding difference is no longer just an issue for urban areas with large minority ethnic communities. The prosperity and cohesion of all communities are affected by the impact of differing age, gender, disability and sexual orientation profiles. Socio-economic status is becoming increasingly significant as social mobility decreases and the gaps between the rich and the poor grow bigger. Migration has touched many communities who have previously experienced little population change.

This framework will help local authorities to:

- improve the services they provide so they are more representative, relevant and efficient, whilst also improving satisfaction and trust
- ensure that policies and strategies deliver for everyone and improve our accountability to local people
- combat inequalities and avoid expensive litigation as a consequence of discrimination.

The EFLG will provide a coherent framework for local authorities to work with members, staff, communities and local partners, in the public and third sector, to respond to these challenges, to tackle prejudice and improve the life chances and opportunities of those who face discrimination and disadvantage.

1. Understanding equality goals

The Framework is designed to meet councils' legal equality obligations, but it uses a more inclusive definition of equality drawn from The Equalities Review.

An equal society protects and promotes equal, real freedom and substantive opportunity to live in the ways people value and would choose, so that everyone can flourish.

An equal society recognises people's different needs, situations and goals, and removes the barriers that limit what people can do and can be. (2)

This definition recognises that:

- equality is an issue for all
- we don't all start from the same position and to create a fair society we must recognise different needs.

The Equalities Review also set out a framework (see Appendix 1) for measuring equality outcomes of different groups. You may find this a useful way of mapping needs and thinking about equality outcomes.

This definition includes the groups that are protected from discrimination. But, in taking this generic approach we hope it will be easier for local authorities to look at the actual experience of people in their communities. In order to have a real-time picture of how inequality operates in particular communities it will be important to understand

- the local equality 'profile' of communities
- the differences within particular groups
- the interaction between characteristics such as age and disability, gender and ethnicity
- the interaction between equality 'strands' and socio-economic status

For instance, the poor educational performance of white working class boys is an issue of increasing concern. We hope that the generic definition of equality we have proposed will encourage authorities to consider these issues as well those of poorly performing boys from African-Caribbean communities.

This definition also encompasses some of the most vulnerable groups in society such as looked after children and ex-offenders. Other groups, such as people with learning disabilities and Gypsies and Travellers, are already protected by our equality legislation, but some authorities still fail to see these groups as part of the equality picture.

² Fairness and Freedom: The Final Report of the Equalities Review, February 2007

2. The new Framework

The new Equality Framework for Local Government is constructed around five areas of change management. These reflect the four major areas of the Equality Standard for Local Government, but in addition relate more directly to the new performance framework and the new CAA.

The **five** areas of change management are:

- a) **Knowing your community – equality mapping**
- b) **Place shaping, leadership, partnership and organisational commitment**
- c) **Community engagement and satisfaction**
- d) **Responsive services and customer care**
- e) **A modern and diverse workforce**

a) **Knowing your community - equality mapping**

Understanding the profile of your communities and the life chances and opportunities of different groups will be a crucial in identifying priority outcomes that can shape strategic planning and service delivery.

Equality mapping is the term used for collecting information about communities and individuals. This information is used throughout the equality process. It is collected on the basis of not only people's race, gender, disability, religion or belief, sexual orientation and age, but also other relevant demographics, such as socio-economic, health and education status, the availability of transport and whether communities live in a rural or urban setting. It will identify people's needs, not just the equality strands or background. The data has to be understood and analysed not just collected. This will lead to integration with and provide an important evidence base for plans such as the Sustainable Community Strategy (SCS), Local Development Framework (LDF) and the LAA (local Area Agreement).

b) **Place shaping, leadership, partnership and organisational commitment**

The new performance framework is designed to give local authorities, and their partners, greater freedom to determine local priorities and shape the future of an area.

We know that strategic leadership is key to improving equality outcomes and that it needs to be

- expressed in the local vision of place and strategic plan as well as the SCS
- central to the delivery of priorities that impact on inequality.

It is increasingly important for authorities to work in partnership with other public service providers and the voluntary sector to identify inequality and work together to achieve equality outcomes.

c) Community engagement and satisfaction

Most local authorities recognise the importance of community engagement and participation and have moved far beyond simple consultation exercises, important as they can be, to find innovative ways of involving communities. However, communities of place are not always synonymous with communities of interest, and it remains important to have structures in place that involve the latter in corporate decision making, service planning and workforce planning.

The CAA will put the experiences of citizens, people who use services and local taxpayers at the centre of the new local assessment framework, with a particular focus on the needs of those whose circumstances make them most vulnerable.

d) Responsive services and customer care

Service provision remains a central function of local authorities. The Framework will help authorities personalise services to meet the needs of people from different backgrounds. This requires:

- greater cultural understanding on the part of service providers
- using Equality Impact Assessments (EIA) to ensure that authorities understand the impact of service provision on different communities.

e) A modern and diverse workforce

The ability to deliver responsive, personalised services will depend in a large part on the skills, understanding and commitment of the workforce. The Equality Framework therefore looks at ensuring:

- fair employment practices that comply with the legislation, including equal pay legislation
- training on equality issues, including EIAs
- ensuring that the workforce profile reflects the diversity of the community and that measures are in place to monitor diversity and promote equality of opportunity.

3. Smarter working: the relationship with other frameworks

The new Equality Framework for Local Government is also designed to complement other frameworks. Resources are limited, so there is a premium on reducing duplication.

Legal obligations – the public duties

The obligations of local authorities are set out in the **Race** Equality Duty, the **Gender** Equality Duty and the **Disability** Equality Duty. Over time new obligations may arise.

The new framework helps local authorities to meet their obligations under the law and to minimise duplication. The connections between the legislative requirements and those of the EFLG are highlighted in [orange](#).

To achieve **Emerging** status authorities also need to be compliant with the legal duties.

Community cohesion

As the Commission on Integration and Cohesion recognised, there is a strong relationship between equality, social justice and community cohesion. The EFLG is therefore designed to dovetail with the Community Cohesion Framework being developed by Communities and Local Government (CLG) and the migration good practice guidance being developed by the IDeA and the CLG.

Customer service excellence

The Government wants public services accessible for all, that are efficient, effective, excellent, equitable and empowering. With this in mind it has developed 'Customer Service Excellence'³ as a practical tool for driving customer-focused change within organisations. Elements within 'Customer Service Excellence' that correlate with the EFLG have been highlighted in [blue](#).

Comprehensive Area Assessments

The experience of citizens, people who use services and the need to reduce inequalities and improve accessibility will be at the centre of the new local assessment framework, the CAA.

The EFLG will provide useful evidence when preparing for the CAA, since it will enable local authorities to demonstrate that they have understood and acted on the needs of the communities they serve. As mentioned, local authorities have legal duties, both general and specific, relating to race, gender and disability and wider duties under legislation, such as the Children Act⁴.

When the CAA is clearer we hope to be able to highlight those actions in the Framework that will be relevant to CAA and the IDeA's CAA assessment tool.

³ <http://www.cse.cabinetoffice.gov.uk/homeCSE.do?>

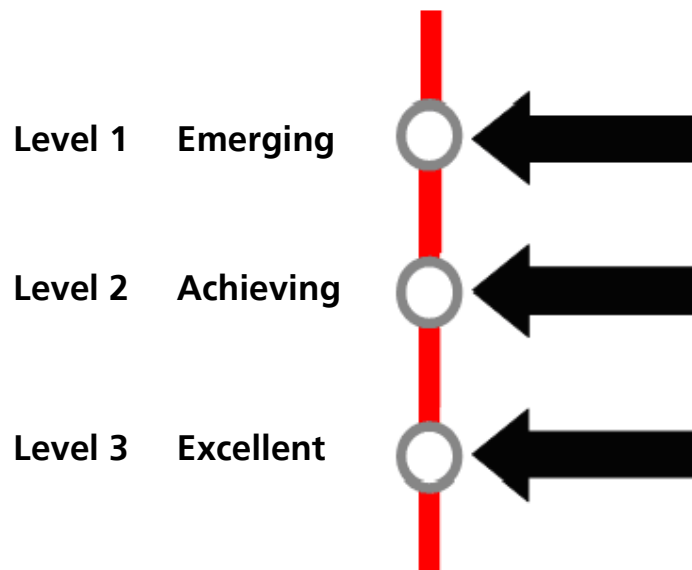
⁴ Children Act, 1989

4. Simplification

The original Equality Standard consisted of five levels:

- Level 1** Commitment to a Comprehensive Equality Policy
- Level 2** Assessment and community engagement
- Level 3** Setting equality objectives and targets
- Level 4** Information systems and monitoring against targets
- Level 5** Achieving and reviewing outcomes

These have now been consolidated into three levels:



At each level authorities will be assessed on the five change management areas. The EFLG sets out the key achievements for each level and then provides a more detailed check list for self-assessment at each level.

5. Migrating achievements under the Equality Standard

We want to ensure that the achievements of authorities under the ESLG are recognised. Authorities who have reached levels 1 and 2 will be classified as **Emerging**. Those that have achieved level 3 will be treated as **Achieving**. Authorities at level 4 will be classified as **Moving towards excellence** and those at level 5 as **Excellent**.

Levels 1 and 2	→	Emerging
Level 3	→	Achieving
Level 4	→	Moving towards excellence
Level 5	→	Excellent

To recognise the achievements of authorities who have achieved level 4 of the ESLG, but would not qualify as **Excellent** under the new framework. The **Moving towards excellence** classification is intended to recognise achievements of level 4, but is not a level under the new framework. We hope that authorities at level 4 will strive for **Excellent** status in the new framework.

6. Peer assessments

The IDeA developed a Peer Challenge model, initially for authorities at Level 3 of the ESLG, to validate their equality performance externally.

The challenge consists of two parts:

- a review by peers of the authority's self-assessment document, including supporting documentary evidence
- a two day on-site visit by peers to conduct interviews and focus groups with employees, members and other stakeholders.

Self-assessments at the Achieving and Excellent level will be validated by peer challenge and authorities will be given a recognition award.

An Emerging Authority

An **Emerging Authority** has the following characteristics:

- members and officers understand the significance of equality in the place shaping agenda and provide clear and visible leadership in building partnerships to address inequality
- it has demonstrated clear plans to undertake equality mapping and understands the profile and needs of communities of interest within their locality
- it has publicly committed to improving equality outcomes and the elimination of discrimination in both service delivery and employment based on race, gender, disability, age, religion or belief and sexual orientation
- it is compliant with all legal requirements, including having all the public duty Equality Schemes in place
- it has systems in place at corporate and service/unit levels to ensure the delivery, review and scrutiny of its equality and cohesion priorities
- key internal and external stakeholders and community members are consulted on equalities issues
- it has earmarked specific resources for improving equality practice
- it is carrying out generic impact assessments
- it is clear about its workforce profile and has plans in place to ensure equal pay outcomes and improve representation where appropriate.

Emerging

- 1. In place and effective
- 2. In place, but needs improving
- 3. Currently being established
- 4. Not in place

Knowing your community-equality mapping	1	2	3	4	How was this done and what is the evidence?	What do the stakeholders and community members say about how this indicator is being met?	What difference will this make?
<p>1.1 It has plans in place to undertake comprehensive equality mapping across the authority.</p>					<p><i>Has the authority identified which sources of information (both local and national) might provide relevant and useful information? Is it working with its partners to ensure information is shared effectively?</i></p>		
<p>1.2 Local people’s needs and equality issues are mapped out across the organisation.</p>					<p><i>How are local people’s needs identified? Is there consistency across the authority? Is the authority able to gauge how its communities might be changing?</i></p>		
<p>1.3 It is developing systems corporately and at service/unit level to collect data and intelligence about the community and their needs and aspirations.</p>					<p><i>Does the authority have a corporate protocol about what and how data will be collected with regard to equalities issues? How does it ensure there is no duplication?</i></p>		



1.4 It analyses data to ensure appropriate and relevant objectives will be set.				<i>How frequently is data gathered and analysed?</i> <i>How is it used to inform the setting of objectives?</i>		
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Place shaping, leadership, partnership and organisational commitment	1	2	3	4	How was this done and what is the evidence?	What do the stakeholders and community members say about how this indicator is being met?	What difference will this make?
1.5 Leader, chief executive and partners commit publicly to improve equality outcomes for their community.					<i>What public statements have been made? Are they meaningful? What documentation details the authority's commitment to equality?</i>		
1.6 A corporate prioritised programme of EIAs is in place.					<i>Is there a list of functions and priorities or an action plan with a timetable which sets out which EIAs will be undertaken and when by?</i>		
1.7 It has Corporate Equality Scheme(s) in place.					<i>Do the Equality Schemes meet statutory requirements, including involving the relevant target groups with clear action plans relating to both employment and service delivery?</i>		



<p>1.8 It is carrying out EIAs across the authority in a consistent way</p>			<p><i>Is there a corporate EIA framework and guidance? Are EIAs available publicly? What is the quality of the EIAs – are they meaningful or do they ‘tick the box’?</i></p>		
<p>1.9 It has allocated resources to deliver this agenda.</p>			<p><i>Who is responsible for delivering the agenda at member and officer level? Do the corporate and financial plans of the authority take account of equalities issues?</i></p>		
<p>1.10 Corporate and service level structures are in place to ensure delivery and review of the equalities agenda.</p>			<p><i>Is there a corporate equalities group? Are there service level equalities groups?</i></p>		
<p>1.11 It integrates equalities issues into its internal and external communications strategy.</p>			<p><i>How does the authority’s communications strategy take account of equalities? Do council publications and press releases reflect a diverse community and workforce in terms of both content and images? Is the authority’s website accessible and informative?</i></p>		



<p>1.12 Authority and its partners are committed to promote equality through contracts, commissioning and grant aid.</p>				<p><i>Is there corporate guidance on the equality and diversity requirements for the procurement and commissioning process? Are there standard equality clauses for contracts?</i></p>		
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Community engagement and satisfaction	1	2	3	4	How was this done and what is the evidence?	What do the stakeholders and community members say about how this indicator is being met?	What difference will this make?
<p>1.13 It consults before equality priorities are agreed. Feedback is given to those consulted, both on the results of the consultation and the action that will be taken.</p>					<p><i>What evidence is there that consultation and inclusion are integral to the way the authority prioritises and plans its services outcomes?</i></p>		
<p>1.14 Sustainable Community and other partnership strategies and working arrangements including the LSP, LAA and MAA have been reviewed with the third sector and the community to deliver equality outcomes.</p>					<p><i>How are equalities issues addressed within the Sustainable Community Strategy, Local Area Agreement, Local Strategic Partnership, Community Cohesion Strategy and Corporate Plan?</i></p>		



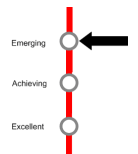
<p>1.15 Inclusive community engagement structures are being developed.</p>				<p><i>Has the authority carried out any mapping exercises to identify and review current participation and highlight gaps?</i></p>		
<p>1.16 Partners work together to balance diverse, but sometimes conflicting, interests in the locality</p>				<p><i>Are there any examples where the authority and its partners have had to take unpopular decisions to prioritise but still managed to keep local communities on board?</i></p>		



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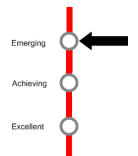
Responsive services and customer care	1	2	3	4	How was this done and what is the evidence?	What do the stakeholders and community members say about how this indicator is being met?	What difference will this make?
<p>1.17 Local communities are consulted and engaged on all aspects of service planning and delivery.</p>					<p><i>Is there evidence that relevant third sector groups, employees and the community have been involved in the process?</i></p>		
<p>1.18 Impact assessments are being carried out in each department. They involve designated community and stakeholder groups and are made public.</p>					<p><i>What evidence is there of stakeholder consultation in EIAs?</i></p>		



<p>1.19 All procurement and commissioning processes take account of equality issues. Contracts include a requirement to deliver an effective and appropriate service fairly and without unlawful discrimination.</p>			<p><i>Are EIAs undertaken when procuring or commissioning services and are the outcomes reflected in the specifications for the service and in the procurement process?</i> <i>Does the specification set measurable standards for the contractor?</i> <i>How are equalities addressed or assessed in the stages of the tendering process, e.g. preparing the specification, pre-qualification, tender assessment?</i> <i>How do managers ensure that suppliers/service providers have an understanding and commitment to the principles and practice of equality in what they do?</i></p>		
<p>1.20 Structures are in place to ensure effective delivery, monitoring and review of service equality outcomes.</p>			<p><i>Are there departmental equalities groups?</i> <i>Are monitoring or progress reports produced on a regular basis?</i> <i>Are these fed into regular corporate assessments?</i></p>		



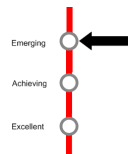
<p>1.21 Harassment, hate crimes and anti social behaviour is dealt with effectively.</p>			<p><i>Is there joint partnership/ corporate guidance on recording and dealing with such behaviour? How are crimes recorded, monitored and dealt with?</i></p>		
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Emerging

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A modern, diverse and reflective workforce	1	2	3	4	How was this done and what is the evidence?	What do the stakeholders and community members say about how this indicator is being met?	What difference will this make?
<p>1.22 As part of its workforce strategy it develops and adopts a fair employment and equal pay policy.</p>					<p><i>Has the authority made a commitment to fair employment?</i></p>		
<p>1.23 The authority has made a commitment to equal pay and started work on its equal pay review.</p>					<p><i>Has the authority developed an equal pay policy, set out a timetable for carrying out the pay review and EIAs and started work on its equal pay review?</i></p>		
<p>1.24 It carries out EIAs on major and new employment policies. These are made public.</p>					<p><i>Are EIAs being done for major employment policies and new policies and procedures?</i></p>		



<p>1.25 It carries out an assessment of the competencies and development required to deliver equality outcomes.</p>				<p><i>Has an assessment been made as to what training, learning or development will be required? Have the appropriate competencies been identified? How? Does the Learning and Development Plan take account of equalities issues? Does it include members?</i></p>		
<p>1.26 It is developing an understanding of its local labour market, the barriers equality groups face and the impact this has on achieving a diverse workforce.</p>				<p><i>Is the authority clear about its local labour market? What information did it use to make an assessment? Has it begun to identify the steps it needs to take to achieve a diverse workforce across all equality groups?</i></p>		
<p>1.27 It monitors and publishes employment data to fulfil its statutory duties.</p>				<p><i>What information is published and where? Are trends identified? What action has been taken as a result of the monitoring?</i></p>		
<p>1.28 It ensures that all employment procedures comply with equality legislation and employment Codes of Practice.</p>				<p><i>Are all HR policies regularly reviewed to ensure they are compliant with the latest changes?</i></p>		



<p>1.29 Harassment and bullying at work are dealt with effectively.</p>				<p><i>Is there a dignity at work or harassment and bullying policy?</i> <i>Are there any support structures for staff?</i></p>		
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An Emerging Authority case study

This case study provides an illustration of what an authority at the Emerging stage might look like.

Context

Wingfield District Council is a sparsely populated district with approximately 90,000 residents. There are 129 rural parishes and half of the population lives in five small towns. At 397 square miles, it is the largest district in the county in terms of area. The district has one of the highest percentages of retired residents in the United Kingdom and the proportion of residents with a disability is slightly above the national average. Within the population, based on the 2001 census, 3.1 per cent are non-white or non-British, which is well below regional and national averages. However, anecdotal evidence suggests that there has been an increase in these numbers with the influx of Eastern Europeans to work in the local hospitality and tourism industry.

Wingfield is generally affluent, but has significant pockets of deprivation, especially in two of the towns. Average earnings are £345 per week, below the national average of £402 per week. Unemployment is low at less than 1.4 per cent, compared with the national average of 2.5 per cent. Recorded crime is low, although fear of crime and anti-social behaviour are issues for residents, particularly older people.

The district is governed by a leader and executive system, with the leader chairing the executive committee which is the decision-making forum. A recent Peer Review commended the council for developing a good performance management framework and scrutiny and overview process.

The chief executive leads a management board which consists of four corporate directors, responsible for corporate resources; housing and health; leisure and environment; and strategic services. It employs 420 full-time equivalent staff. The 2006 Customer Satisfaction Survey places the council in the top 5 per cent of the English district councils.

Wingfield's vision is:

'The district should remain a prosperous, safe and healthy place where people want and are able to live and work.'

Its strategic objectives are to

- achieve a balanced housing market
- protect and enhance the environment
- increase prosperity
- improve the safety of communities
- promote a mix of leisure for all ages



- promote healthier communities
- champion local transport needs
- ensure a well-managed council

The Council received a Comprehensive Performance Assessment (CPA) score of 'Good' in 2004 and in April 2007 the Audit Commission gave it a positive Direction of Travel statement.

Background

Given its commitment to providing a high quality service to all its communities the council has tried hard to meet the requirements of the equalities legislation, since the introduction of the Race Relations (Amendment) Act 2000. It has had a Race Equality Scheme since 2002. Given the small black, Asian and minority ethnic (BAME) community in the area it has tended to use the local (county wide) Racial Equality Council (REC) to carry out its consultations. It has published an annual review, which is available on its website. Following complaints from the REC it reviewed its language provision and has started using Language Line to provide interpretation services.

As a starting point in the autumn of 2003, the chief executive nominated one of the corporate directors to take the work forward on trying to meet the requirements of the Equality Standard for Local Government (ESLG) and the newer strands of equalities legislation. However, officers had difficulty making real connections between the broader requirements of the ESLG and their day to day work. Moreover, diversity was seen to be a race issue. Neither officers nor members made the connections with regard to the wider issues relating to age, disability, gender, sexual orientation and religion/belief, despite having such a large population of retired people.

A Corporate Equality and Diversity Group (CEDG) was set up with a remit to meet every three months to drive this agenda and each service was invited to nominate an officer to attend. The group was committed but given that they could not see how this related to day to day service provision, and that many of their colleagues and members saw this as 'yet another initiative', work was carried out in a mechanistic way, rather than in a way that made a real difference to service outcomes. Progress on meeting the requirements of the equalities agenda progressed in an unfocused way over several months.

Statements of commitment were included in the council's overarching documents e.g. Community Strategy, Community Safety Strategy, Corporate Plan and there appeared to be a good theoretical framework for taking the equality agenda forward. The council had an Equality Impact Assessment toolkit in place and a significant number of Equality Impact Assessments (EIAs) had been carried out. However, except in a few exceptional cases, the EIA process was not being used as a way of testing or challenging proposed or current policies or services or for improving policy or service outcomes with managers struggling to understand the purpose or relevance of an EIA.

The council had started to put together a consultation strategy in response to a request from services which seemed unaware of the amount of information collected and already



available within the council. However, the information was not always analysed effectively, nor was it always able to be disaggregated demographically.

An Emerging Authority

Following an inspection by the Audit Commission in early 2006 which commented that, 'despite having a well-established customer care culture and providing adequate access arrangements to its services, the council needs to introduce a systematic approach to take into account the needs of all its communities within the district', the council decided to appoint a policy officer with specific responsibility to improve customer care. This gave a new impetus to the equality and diversity agenda.

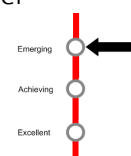
The officer, who had come from an 'Excellent' authority, began working with the CEDG to refocus their thinking around why the equality agenda was relevant to the customer care agenda. In particular, he was able to get the group to see that race was not the only issue that needed addressing but that given the information from the 'Annual Residents' Survey', and other forms of customer feedback, older and younger residents and people with disabilities had specific areas of concern.

Connecting the work of the group with the mainstream business of the council enabled the corporate director to provide clear and visible leadership. The group began to meet more frequently— every two months— and began to use these meetings to assess and audit the organisation's performance with regard to equalities and act as a forum for cross organisational challenge, support and learning. The membership of the group was reviewed and it was agreed that a member of staff working on reception be included. She was able to inform the group about changes on the 'front-line' in terms of the enquiries coming in, particularly from Polish people around housing and education.

The corporate director put together a report to take to the cabinet, which recommended the appointment of a portfolio holder with responsibility for customer care and suggested that leading members would benefit from having some training in diversity. A portfolio holder was appointed and he began to attend CEDG once in a while in order to ensure that he was kept abreast of developments – but also so that he could feed member concerns into the process. In particular, he was able to bring up concerns around customer care which had been picked up by ward councillors during surgeries and visits. Issues raised included the lack of knowledge of some older people about the range of benefits they were entitled to, including the council's 'leisure card' scheme which entitled them to free access to leisure centres at particular times.

As a result of changes to the CEDG and the information coming in, it was agreed that a 'mapping' exercise needed to be undertaken to collate all this 'informal' intelligence, identify gaps, and ensure that any consultation strategy involved the recently arrived communities and younger people, a group that had been overlooked previously.

Working with the officer responsible for putting together the consultation strategy, they reviewed what and how information had been collected to date, what methodologies had been used to engage with local communities and how information was analysed and used to set organisational priorities or improve service outcomes. They also reviewed what types of information was available nationally or regionally and considered whether



information could be disaggregated demographically to reflect the different communities locally. It became clear that this work would need to be done in conjunction both with the county and other partners. A discussion took place at a Local Strategic Partnership (LSP) meeting to consider the best way forward.

The cabinet decided that any equality and diversity training should be open to all members and in line with its commitment to partnership working, members of neighbouring district councils were invited to attend. Half day seminars were run, outlining their responsibilities with regard to the legislation and the EFLG and case studies based on real scenarios were used to illustrate some of the issues that members might need to address.

As a result of the joint member training, the discussions around consultation, and the need to work more effectively with partners; it became clear to the corporate director that it would be beneficial if all those working on the equality agenda across the public sector in the county met every six months to learn from each other. As a result of this initiative, the districts and the county developed a more streamlined and simpler EIA framework which they all committed to use.

The CEDG also decided to devise a clear timetable for carrying out EIAs – both prospective as well as retrospective – which was prioritised. The programme covered all the services and included HR policies. This enabled proper resources to be allocated and enabled the authority to ensure that EIAs were meaningful and involved the appropriate community/users stakeholders as necessary. Rather than training a lot of managers on how to carry out EIAs, it was decided that members of the CEDG would be trained and would act as ‘mentors’ and support other officers. This it was felt would ensure consistency of quality.

Feedback from both officers and community groups is that using the EIA framework in this way has led to better decisions and improved policy making. Officers have thought about the specific needs of different groups in a way they have not done before. The Overview and Scrutiny Committee has now asked that any policy or initiative being scrutinised by them must be accompanied by an EIA.

At the same time the performance team began to consider how any targets or objectives arising from EIAs could be integrated into the main organisational performance management framework, especially the service planning process.

A major challenge for the authority has been engaging with ‘hard to reach’ groups, one of the reasons being limited resources. Again the council decided to work with its partners and in devising its disability and gender equality schemes in 2006 and 2007, they decided to consult with the community on a joint basis. This approach was welcomed by the third sector as it enabled them to marshal their resources effectively. Face-to-face meetings were supplemented with an online questionnaire and consultation process was run by a local academic institution on behalf of all the partners. As a result the district was able to involve a wide range of the community and ensure that the resulting action plans for both schemes were relevant. This also ensured that each partner was able to deal with and pick up on issues which related specifically to them.

The authority carried out a council wide job evaluation exercise in 2004. Although this goes some way to show that equal pay issues have been addressed, the council recognises the need to continue monitoring to ensure there is parity between men and women’s pay

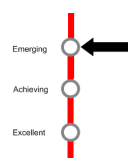


levels and working towards achieving harmonisation of terms and conditions of employment. It regularly monitors the corporate workforce BVPIs and is performing well with regard to the top 5 per cent in terms of women. It is doing less well with regard to disability and race and as part of the new Workforce Strategy it will consider what needs to be done to improve the situation. As part of the Gender Equality Scheme action plan it has also committed to examining and countering occupational segregation.

Conclusion

The Council now feels that since refocusing its agenda to recognise that equality is a mainstream issue, both officers and members have worked hard to enable the council to reach the **Emerging** stage of the new Equality Framework for Local Government. They are clear that there is obvious evidence that the Council has begun to mainstream equalities into its service delivery and employment processes and they feel that if the present momentum is maintained it will continue to make real progress in this area. They have also recognised that making meaningful progress takes time and so are being much more realistic about how quickly they will reach the **Achieving** stage.

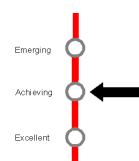
*(This case study has been drawn together by combining the experiences of a number of authorities at the **Emerging** stage.)*



An Achieving Authority

An **Achieving** Authority has the following characteristics:

- members and officers take direct and personal responsibility for promoting greater equality and test themselves on progress by the outcomes they achieve
- it has undertaken equality mapping and used the information to inform corporate priorities
- it has set clear equality priorities in consultation with partners in the public and voluntary sector and these are reflected in its sustainable community and other relevant strategies, Local and Multi Area Agreements, and local targets
- it works with partners in the public and voluntary sector to develop joint equality strategies
- its equality strategy complements and is integrated into the community cohesion and migration and neighbourhood engagement strategies
- it has set appropriate corporate and service/unit objectives to address persistent inequalities related to race, gender, disability, sexual orientation, age, religion or belief for service delivery based on impact assessments and consultation with internal and external stakeholders and partners
- it has set appropriate corporate and service/unit employment and pay based objectives for race, gender, disability and age, religion and belief and sexual orientation
- equality objectives are integrated into the local authority's business and service planning processes
- there are good practices of delivery in all the sections of council with few adverse impacts found in impact assessments – where adverse impacts have been found these have been mitigated
- key stakeholders and community members are able to scrutinise and challenge performance on equalities issues
- it has developed information and monitoring systems that allow it to disaggregate data where appropriate, assess progress in achieving objectives and targets and review them if necessary.

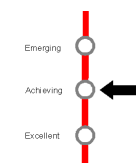


Achieving

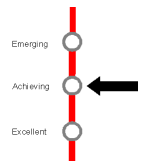
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2. In place, but needs improving

3. Currently being established
4. Not in place

Knowing your community-equality mapping	1	2	3	4	How was this done and what is the evidence?	What do the stakeholders and community members say about how this indicator is being met?	What difference will this make?
2.1 Relevant and appropriate information is gathered using a range of techniques, across all equality target groups, to inform policy and strategy and to prioritise.					<i>Are different techniques being deployed to gather data? How often is data gathered? Is national and regional data used and analysed?</i>		
2.2 Information and data is shared appropriately and as necessary across the authority and with partners in order to achieve equality outcomes.					<i>Are there information sharing protocols between partners? What information is available across partnerships? Is data disaggregated using the same or similar categories? How is the information being used to inform and achieve equality outcomes?</i>		



<p>2.3 Relevant and appropriate information and data is mapped, disaggregated and used to assess equality objectives.</p>				<p><i>Is information disaggregated and analysed on a regular basis?</i> <i>What changes have been made as a result?</i></p>		
<p>2.4 It is able to identify how their communities are changing and the impact this may have on service priorities.</p>				<p><i>What systems are in place to assess the changing nature of local communities?</i> <i>Is information from ward councillors gathered in a systematic way?</i></p>		

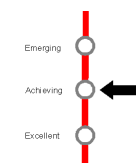


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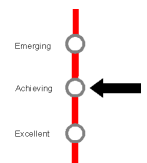
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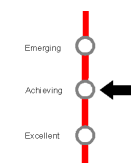
Place shaping, leadership, partnership and organisational commitment	1	2	3	4	How was this done and what is the evidence?	What do the stakeholders and community members say about how this indicator is being met?	What difference will this make?
<p>2.5 Clear organisational and partnership equality priorities have been set and are owned and understood by all key stakeholders, including the third sector.</p>					<p><i>Is there evidence of a link between equality schemes, equality objectives, business plans, and the corporate performance management system?</i></p> <p><i>What evidence exists to demonstrate challenge by all stakeholders?</i></p> <p><i>Does this challenge contribute directly to the development of the authority's targets and objectives?</i></p>		
<p>2.6 Equality objectives and actions can be found in corporate and strategic plans.</p>					<p><i>How have has this been cascaded down into service, team and individual plans?</i></p>		



<p>2.7 Equality and cohesion priorities and objectives are monitored regularly by the political leadership and senior management team</p>			<p><i>In what ways does the leadership demonstrate that they continuously monitor, review and evaluate performance on achievement of equality objectives? Is equality integrated into performance management? Do members scrutinise EIAs and action plans which lead to major new policies or initiatives?</i></p>		
<p>2.8 It has allocated appropriate resources to achieve objectives.</p>			<p><i>Are the outcomes of all EIAs fed into service planning and corporate business planning processes? Are there clear links between EIAs and service improvements? How have targets been integrated into service plans? Have resource implications been properly assessed?</i></p>		
<p>2.9 It publishes the outcomes of EIAs on a regular basis.</p>			<p><i>Are action plans with objectives circulated to appropriate community, staff and stakeholders? Is information available on the website?</i></p>		



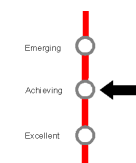
<p>2.10 Overview and Scrutiny processes address equality issues.</p>				<p><i>How do members scrutinise EIAs and action plans or other equality issues? Is progress on equality issues included in scrutiny reports?</i></p>		
<p>2.11 Work is being undertaken to promote equality of opportunity in terms of participation as elected representatives</p>				<p><i>How is the community being made aware of the opportunities that are available? Has any outreach work or public campaigns been undertaken?</i></p>		



Achieving

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Community engagement and satisfaction	1	2	3	4	How was this done and what is the evidence?	What do the stakeholders and community members say about how this indicator is being met?	What difference will this make?
2.12 Local public service priorities have been set alongside national ones which involve local people and their identified needs.					<i>Are there inclusive, open, and participative forums where community groups can participate?</i>		
2.13 Consultation with stakeholders and the third sector is systematically built into EIAs, the self assessment and planning processes.					<i>Are there processes and plans throughout all service areas to ensure stakeholder and third sector involvement in the planning and delivery of services?</i>		

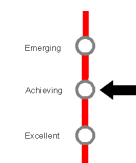


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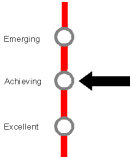
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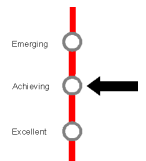
Responsive services and customer care	1	2	3	4	How was this done and what is the evidence?	What do the stakeholders and community members say about how this indicator is being met?	What difference will this make?
<p>2.14 A set of equality outcomes/objectives/ goals has been produced at service/unit level to meet the needs of identified equality target groups.</p>					<p><i>Are there clear links between EIAs and service improvements?</i> <i>Are EIAs of a consistent quality across the authority?</i></p>		
<p>2.15 Equality objectives have been developed within each department/service area based on completed impact assessments and other equality data.</p>					<p><i>Are the outcomes of all EIAs fed into service planning and corporate business planning processes?</i> <i>Are there targets with specific accountabilities and timescales?</i> <i>Are there indicators of how success will eventually be measured?</i></p>		



<p>2.16 Structures have been established at service/unit level to progress and monitor performance. Equality and cohesion objectives are monitored regularly by portfolio holders and departmental management teams.</p>				<p><i>In what ways do portfolio holders and the DMTs demonstrate that they continuously monitor, review and evaluate performance on achieving equality objectives? Is equality integrated into the corporate performance management framework?</i></p>		
<p>2.17 Appropriate resources have been allocated to achieve objectives.</p>				<p><i>How have targets been integrated into service plans? Have resource implications been properly assessed?</i></p>		
<p>2.18 Mechanisms are in place to ensure that equality objectives are delivered by contractors through contract management, and that they are monitored properly.</p>				<p><i>Are there monitoring requirements built into contracts to ensure equality issues are addressed? Is there evidence that provision is being monitored using quantitative and qualitative analysis, and the results considered and analysed by both contractor and client?</i></p>		



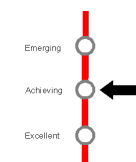
<p>2.19 The authority ensures that contractors, commissioned services and grant receivers regularly review their services and access to them to ensure they continue to be appropriate and accessible.</p>				<p><i>How do authorities ensure that contractors grant receivers and others continue to meet the changing needs of clients?</i> <i>What is written into the contract?</i> <i>How is the contract managed over time to support good practice and continuing service improvement?</i></p>		
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Achieving

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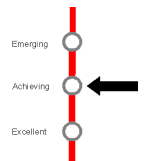
Modern, diverse and reflective workforce	1	2	3	4	How was this done and what is the evidence?	What do the stakeholders and community members say about how this indicator is being met?	What difference will this make?
<p>2.20 Workforce strategies address equality issues.</p>					<p><i>How have equalities issues been integrated into all employment and development processes?</i> <i>Have particular areas been identified?</i></p>		
<p>2.21 The authority has made significant progress on the equal pay review and reaching agreement with the unions.</p>					<p><i>Has the review checked for equal pay gaps?</i> <i>Has a new pay structure been agreed, even if not all issues and gradings have been finalised?</i> <i>Have the new proposals been impact assessed?</i> <i>Has an offer been made to the unions in good faith?</i> <i>Are negotiations continuing where final agreement has not been reached?</i> <i>Have managers and employees received information about equal pay?</i></p>		



<p>2.22 It delivers a range of learning and development interventions to support members and officers to deliver equality outcomes.</p>				<p><i>Are different methods used to promote learning to a wide audience? e.g. standard courses, coaching, mentoring Does equality and diversity form part of member training and development?</i></p>		
<p>2.23 Employment objectives have been set based on internal monitoring information, the assessment of the local labour market and barriers.</p>				<p><i>Is there evidence that workforce data is analysed to help establish targets and objectives?</i></p>		
<p>2.24 Adverse trends resulting from the monitoring of employment data is acted upon.</p>				<p><i>Where workforce data indicates that targets are not being met are there appropriate examples of positive action to ensure targets can be met? Where evidence of disproportional activity is taking place what action is being taken to reverse the trends?</i></p>		



<p>2.25 Equality implications of objectives in management and individual appraisals have been considered.</p>				<p><i>How do appraisal processes ensure staff are aware of their responsibilities and accountabilities? How are employees made aware of equality objectives or any changes or improvements?</i></p>		
<p>2.26 All employment procedures have been impact assessed.</p>				<p><i>Have they been impact assessed against all the equality strands?</i></p>		



An Achieving Authority case study

This case study provides an illustration of what an authority at the Achieving stage might look like.

Context

Greenshires is a county with diverse geographic areas. The east and west of the county is largely rural with some sparsely populated areas. The county is made up of 50 per cent 'green belt' land and has numerous local nature reserves as well as an area which is designated as an Area of Outstanding Natural Beauty. Natural heritage is an important aspect for the county council and local residents. Freeborough, the county's biggest town, sits in the middle of the county and has a well regarded university.

The county has a growing population of approximately 573,000, the majority of whom live in the three main towns of Freeborough, Northam and Peterham and this is projected to rise to approximately 715,000 residents by 2029.

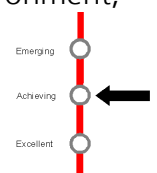
The cost of living is high in the county with house prices 20 per cent higher than the national average and it is difficult for young professionals to buy houses in the county. The area is growing rapidly and there are 62,000 new homes planned to be built over the next 15 years. This is a major issue for the council as it seeks to balance preserving the heritage of the county with the inevitable consequences of growth.

It is a prosperous county with few pockets of deprivation that has attracted high technological businesses, film, media and financial services. There is a highly skilled and well educated labour force within the county. Unemployment is lower than the national average but there are some industries that find it hard to recruit such as health and social care, construction and retail.

People from black, Asian and minority ethnic (BAME) communities made up just over 9 per cent of the population in 2004, with the largest groups being of Asian or Asian British origin (6.4 per cent), with particular concentrations in Northam and Peterham. Among white minority groups there are significant communities of Irish and Eastern European origin, as well as groups of Gypsies and Travellers, refugees and asylum seekers. Migration out of Freeborough, together with the arrival of economic migrants, is leading to more diverse communities.

The age structure of the county is similar to the national and regional averages; 21 per cent of residents are under 16 years, 64 per cent are of working age and 15.2 per cent are over 65 years. However, the proportion of people aged over 50 is projected to increase to 38 per cent by 2011 and 41 per cent by 2016. Life expectancy is above the national average, placing the county in top quartiles nationally for both male and females.

Greenshires County Council comprises of 48 councillors. The cabinet is made up of a leader and five portfolios. Portfolios relate to Strategic Planning and Transportation; Environment;



Adult and Community Services; Children's Services and Corporate Resources. The Cabinet is supported by the Community Overview and Performance Overview committees and its decisions are scrutinised by the Audit and Scrutiny Committee.

The council reorganised its senior management structure in 2006. The new structure consists of the chief executive who is supported by five directors with responsibility for Strategic Planning and Transportation, Environment, Adult and Community Services, Children's Services and Corporate Resources. The council employs 15,485 people representing 9,866 full time equivalent posts.

Background

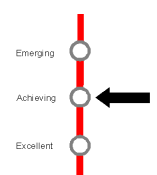
In 2001, the county council appointed an equal opportunities officer on a fixed term contract based in Personnel Services to progress work on physical access to buildings in response to the Disability Discrimination Act 1995 and draw up a Race Equality Scheme, in response to the Race Relations (Amendment) Act 2002. She initiated the setting up of an inter-departmental Equality Forum with interested representatives from each service to take forward the work following the end of her contract.

Following her departure and the adoption of the Equality Standard for Local Government in 2002, it became clear that if the county was to continue making progress on this agenda, it would need to make a permanent appointment. An equalities officer was appointed, and in addition, a Corporate Equality Steering Group (CESG) was established chaired by the adult and community services director.

The CESG, under the leadership of the adult and community services director, was instrumental in introducing a clear Equality Impact Assessment methodology and putting in place a realistic and prioritised timetable to ensure that Equality Impact Assessments (EIAs) were undertaken across the county.

Although, he also introduced a mechanism for ensuring that the quality of EIAs was tested at CESG meetings to ensure consistency across the organisation, this did not happen on a regular basis due to the heavy agenda. However, whenever EIAs were assessed it became very clear that their quality was variable and that not everyone was clear about the purpose of an impact assessment.

The ad hoc assessments of EIAs at CESG showed that the good quality EIAs were being used to improve new and existing policies and functions, and clear and meaningful targets were being set as a result. However, the process of using EIAs to improve decision making was not being replicated consistently across the county council. Moreover, although Greenshire's EIA methodology required managers to consider all six equality strands it was clear that officers tended to only look at issues related to race and disability.



In response, an external consultant was approached to deliver training to 65 managers across the council who were identified as being responsible for carrying out EIAs. This resulted in some improvements.

Discussions at CESH have made it clear to the adult and community services director that those directorates with effective Directorate Equality Steering Groups (DESGs) are delivering on this agenda. This is a weakness that will need to be rectified if the county is to progress.

Another major weakness identified by the CESH in taking the equality work forward, particularly in terms of assessing the communities' needs, is the lack of detailed research on the specific needs of all sections of the community. The type of information about customers, including how ethnicity is monitored, held by individual directorates is not consistent. In addition the lack of a corporate customer database or corporate system for complaints and feedback has exacerbated the situation. Information about its customers and learning from their experiences cannot be shared easily across all service providers.

The county has a Diversity and Equalities Strategy and it reviewed and updated its Race Equality Scheme in 2005 and has since developed a Disability Equality Scheme and Gender Equality Scheme to comply with its statutory duties.

An Achieving Authority

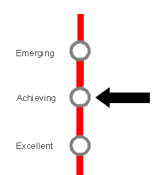
Following a Corporate Assessment late in 2005, overall the council was deemed to be performing strongly, well above minimum requirements. The report stated that the 'County Council, with its partners, has a clear and challenging long term vision to create sustainable communities.'

It went on to say that:

'The Diversity and Equalities Strategy provides focus for this area of work. It is having real impact in improving community cohesion across the county with the role of the council commended from all sections of the community. The council specifically targeted work with schools and youth groups, for example, holding a celebration of different faiths, and celebrating Black History Month. The Youth Service worked closely with the BAME communities on a number of levels, including informal engagement 'on the streets'. This is helping to break down barriers and improve understanding between different communities.

Effective forums for BME and other minority groups, including older people and those affected by rural isolation are helping to reduce inequalities and social isolation. The council has negotiated a compact with the voluntary sector which is broadly seen as effective.'

However, despite this the report stated that, 'The Council needs to improve in its strategic approach to diversity.'



Following a discussion at the chief officers' away day to address the recommendations of the report the adult and community services director was given the mandate to 'do whatever's necessary to get us there before the next assessment'.

As a starting point a joint briefing was arranged for the leader, cabinet and chief officers on the current strengths and weaknesses as identified by CESG. The briefing consisted of three parts

- a short presentation by the equalities officer on the requirements of the Equality Standard for Local Government and legislation
- a presentation by the adult and community services director on the county's strengths and weaknesses
- a presentation by a voluntary sector representative on their perspective.

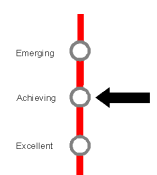
Following this a number of priorities were identified for action, which were to:

- a. undertake a needs assessment exercise or equality mapping
- b. ensure EIAs are being undertaken consistently across the county council, including commissioned services, and are published regularly
- c. ensure equalities issues and objectives are clearly integrated into service planning and performance management frameworks
- d. audit the effectiveness of and streamline the consultation process both departmentally and corporately
- e. improve community involvement in taking the equality agenda forward
- f. review the workforce strategy and personnel policies to ensure they promote best practice.

It was agreed that a six monthly report would be presented to cabinet outlining progress against these priorities to ensure progress. In addition Community Overview and Performance Overview Committees would ask to see EIAs related to the area or function under scrutiny.

a. Undertake a needs assessment exercise or equality mapping

The County has invested in a geo-demographic classification tool, produced by a major local business that describes the UK population in terms of their typical demographics and their social, economic, cultural and lifestyle behaviour to enable it to target its resources and communications more effectively. For example, during the course of the EIA on Council Tax collection it became clear that Council Tax payments would be more reliable if residents paid by direct debit. Using this dataset, the county were not only able to increase the uptake of direct debit significantly but were also able to target a benefit take up campaign.



b. Ensure EIAs are being undertaken consistently across the county council, including commissioned services, and are published regularly

A sub-group of the CESG was set up to meet on a quarterly basis to monitor the fact that EIAs were taking place corporately and to challenge their quality. As a result all six equality strands are now addressed. The membership of the group was widened to include Trade Union representatives and representatives from the disability and BAME staff networks. Summaries of EIAs are now published annually on the Council's website.

c. Ensure equalities issues and objectives are clearly integrated into service planning and performance management frameworks

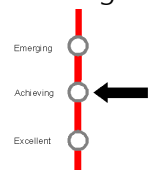
Equalities issues were explicitly considered when drawing up the Local Area Agreement, with each target or indicator being screened to ensure that any action plan specifically looked at how services would need to take account of the six strands. The service planning framework was reviewed and more detailed and explicit guidance was issued about not only setting high level equality targets in all the service and financial plans and strategies, but also how actions arising from EIAs should be integrated too. Moreover, equalities monitoring has been integrated into the corporate balanced scorecard

d. Audit the effectiveness of and streamline the consultation process both departmentally and corporately

Corporate consultation guidelines outlining consultation standards, with clear objectives, principles and standards for consultation and engagement for all services have been drawn up. In addition a consultation portal was launched to provide a diary of all consultations taking place throughout the council. This enables employees to assess whether they can combine consultations where the aim is to consult with similar groups over similar timescales. The portal holds results of previous consultations and, therefore, enables staff to use these results to inform their EIAs. The portal also enables members of the public to access, through the council's website, details of current and planned consultations and gives them the opportunity to respond to consultations on the central database.

e. Improve community involvement in taking the equality agenda forward

In order to improve the community's involvement, the Greenshires Community Forum was set up. This was advertised as a way for people from ethnic minority and Lesbian, Gay, Bisexual and Transgender (LGBT) communities, disabled and older people to be involved in the development of local services provided by the Council, the Primary Care Trust (PCT) and the police. It is managed by the council. A separate youth parliament is being considered. Although called a 'Forum', meetings and events take place twice a year and it is possible for members to be involved without coming to meetings. Forum members choose how they like to receive communication: by letter, email, text message, via the website or by phone (although it may be necessary to back up phone calls by letter or email). The council does its best to provide information in members' preferred format. If people do come to a meeting



or focus event, their travel expenses are reimbursed. Forum members are able to provide input into any major forthcoming changes to services and challenge the council on past performance on the equality agenda.

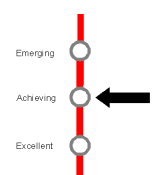
f. Review the workforce strategy and personnel policies to ensure they promote best practice

A training session specifically aimed at HR Policy Managers on equalities resulted in the workforce strategy being reviewed together with all the county's HR policies. Following the upgrade of the HR management information systems there is a good corporate workforce monitoring framework in place and high quality information is available about corporate targets and how these are being achieved. The county is now in the process of working out how these corporate targets are going to be translated into meaningful and achievable departmental employment targets. Subsequent to the equal pay review the county is negotiating with the Trades Union on the detail of how to implement its findings. Processes have been put in place, including training, team briefings and discussions at senior managers' conferences, to ensure that staff understand issues around equalities. Equalities objectives and targets are explicitly built into the management appraisal process.

Conclusion

Since the last Corporate Assessment both the cabinet and senior officers feel that significant progress has been made over the last two years. Greenshires is confident that when the peer team comes in to assess it against the new Equality Framework for Local Government that it will meet the requirements of the **Achieving** stage. It is in no doubt that as a result of the work undertaken it will be able to show that customer satisfaction levels are high and continue to improve; that it has a broad understanding of the makeup and needs of its community and targets its services efficiently; and that consultation and engagement with all sections of the community is effective. The recent staff survey shows that staff think the county's performance on equalities issues has improved significantly, both in the way that it delivers its services as well as the way it employs people citing in particular the new flexible working policy.

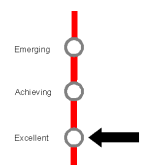
*(This case study has been drawn together by combining the experiences of a number of authorities at the **Achieving** stage.)*



An Excellent Authority

An **Excellent** Authority has the following characteristics:

- members and officers have a reputation for championing equality issues and ensure that the equality issues relevant to their communities are embedded in strategic plans, LAAs and local delivery plans
- the local authority works with all strategic partners and the third sector to achieve defined equality outcomes
- it has good evidence of the equalities profile of the community based on national and local data that is regularly reviewed
- it is measuring progress on equality outcomes, is able to disaggregate data on relevant performance indicators and can demonstrate real outcomes that have improved equality in services and employment
- it identifies the changing nature of its communities and their expectations and then prioritises its activities and explains its decisions
- it provides good customer care by ensuring that services are provided by knowledgeable and well-trained staff, who are equipped to cater to particular needs of clients where necessary
- it has improving satisfaction and perceptions indicators from all sections of the community
- it uses Equality Impact Assessments to review all major new changes in policy and regularly conducts service Equality Impact Assessments
- all relevant data on service access is monitored against the equality strands
- equality groups are integrally involved in community engagement programmes
- there are forums for all equality stakeholders to share experiences and evaluate the authority's progress
- all parts of the authority can show tangible progress towards achieving outcomes which address persistent inequalities
- members, officers, key stakeholders and community members are confident about equality issues and their relevance for the authority and their own responsibilities
- the authority has implemented action for equal pay outcomes and demonstrates progress on under representation, flexible working, access to training and development and promotes an inclusive working culture based on respect
- it reviews its equality strategy and public duty equality schemes every three years and seeks innovative, improvement challenges



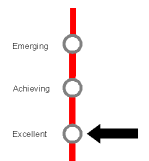
- through its achievements it is an exemplar of good practice for other local authorities and agencies and works with others to share best practice.



Excellent

- 1. In place and effective
- 2. In place, but needs improving
- 3. Currently being established
- 4. Not in place

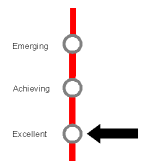
Knowing your community-equality mapping	1	2	3	4	How was this done and what is the evidence?	What do the stakeholders and community members say about how this indicator is being met?	What difference will this make?
<p>3.1 It has good quality evidence, which is regularly updated, of the equalities profile of its communities and their changing needs.</p>					<p><i>How are changing needs identified, prioritised and met?</i></p>		
<p>3.2 It has developed information and monitoring systems that allow it to disaggregate data on a range of performance indicators.</p>					<p><i>How is information disaggregated and analysed on the basis of equality groups? How is performance measured?</i></p>		



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Place shaping, leadership, partnership and organisational commitment	1	2	3	4	How was this done and what is the evidence?	What do the stakeholders and community members say about how this indicator is being met?	What difference will this make?
<p>3.3 Members and officers are comfortable with equality issues and able to deal with its complexity.</p>					<p><i>Are there any examples where the council have taken and managed difficult decisions based on community needs?</i></p>		
<p>3.4 Working with partners authorities can demonstrate real outcomes that have improved equality in services and employment.</p>					<p><i>What evidence is there of improved outcomes? Can staff or the third sector give any good examples of improved service outcomes?</i></p>		



<p>3.5 It can demonstrate success in meeting a range of objectives across the authority and is reviewing them on a regular basis.</p>				<p><i>Do the sustainable community strategy, corporate service plans and equality schemes review past performance, demonstrate how past targets have been achieved, review performance and set new targets?</i></p>		
<p>3.6 It benchmarks its achievements against comparable others and shares its experience in developing good practice across the public sector.</p>				<p><i>Does it assess its performance against comparable organisations in both the private and public sector? Is it approached on a regular basis to provide examples of, or showcase good practice?</i></p>		
<p>3.7 It can show that the corporate and inter-service self evaluation process is working effectively.</p>				<p><i>Do the corporate and service level equalities groups regularly review performance? Is there any cross organisational learning taking place?</i></p>		
<p>3.8 The local authority has gained a reputation within local government, and its strategic and third sector partners, for championing and achieving equality outcomes.</p>				<p><i>Has the authority been asked to work with others to improve performance on equality and diversity?</i></p>		



Excellent

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Community engagement and satisfaction	1	2	3	4	How was this done and what is the evidence?	What do the stakeholders and community members say about how this indicator is being met?	What difference will this make?
<p>3.9 It undertakes high-quality engagement with all local communities on a regular basis, including taking account of newer communities.</p>					<p><i>What arrangements are made to meet special needs? What ESOL (English for Speakers of other Languages) provision is there? How are interpretation services organised? Are there facilities for disabled people who are attending? What is the experience of the community and third sector? Are all sectors of the community involved? Is there a pattern of engagement with the community? Are a range of methodologies used?</i></p>		



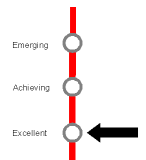
<p>3.10 There is increased satisfaction amongst key stakeholders and the community with services and progress in meeting equality and cohesion targets.</p>				<p><i>Is information related to satisfaction collected across all the equality groups and disaggregated? What information is available from partners? How is this analysed?</i></p>		
<p>3.11 Effective systems are put in place to obtain improved outcomes.</p>				<p><i>What evidence is there of improved outcomes? Can contractors/partners give any good examples of improved service outcomes?</i></p>		
<p>3.12 Effective forums are in place to enable all equality stakeholders to challenge, scrutinise and evaluate the authority's progress.</p>				<p><i>What information on progress is supplied to equality groups? How often?</i></p>		



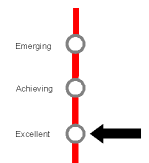
Excellent

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Responsive services and customer care	1	2	3	4	How was this done and what is the evidence?	What do the stakeholders and community members say about how this indicator is being met?	What difference will this make?
<p>3.13 It has achieved progress across all departments/ service areas against the equality objectives it sets across all the equality strands.</p>					<p><i>What evidence is there of improved or improving outcomes?</i></p>		
<p>3.14 Accurate service user profiles are being used to inform service changes and improvements.</p>					<p><i>Is it clear who the service users are? Have gaps been identified in terms of who may not be using the service? Has action been taken to change services in response?</i></p>		
<p>3.15 It has improving satisfaction and perceptions indicators from all sections of the community.</p>					<p><i>Is there any evidence of how levels of satisfaction have improved over time? Are there any examples of different customers' experience being analysed?</i></p>		



<p>3.16 Equality Impact Assessments are built into all aspects of decision making and policy and service reviews.</p>				<p><i>What evidence is there of EIAs on key policy changes?</i></p>		
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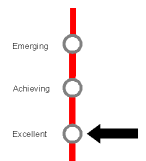
Excellent

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Modern, diverse and reflective workforce	1	2	3	4	How was this done and what's the evidence?	What do the stakeholders and community members say about how this indicator is being met?	What difference will this make?
3.17 Managers have been appraised against service equality objectives.					<i>Are managers accountable for ensuring equality outcomes? Is good performance being recognised?</i>		
3.18 It can demonstrate movement towards greater equality in the workforce profile and in employment.					<i>Is the workforce profile updated regularly? How have targets been set? What evidence is there of them being achieved?</i>		
3.19 It has high satisfaction and perceptions indicators from all staff across a range of employment processes					<i>What do staff surveys say? Is there any evidence of how levels of satisfaction have improved over time? Are there any examples of different staff experiences being analysed?</i>		



<p>3.20 It ensures that services are provided by knowledgeable and well-trained staff, who are equipped to cater to particular needs of groups where necessary.</p>				<p><i>What changes have come about as a result of any equalities training? Do staff feel their skills have improved?</i></p>		
<p>3.21 Its staff are confident with equality issues.</p>				<p><i>Are staff able to deal effectively with a range of clients? Are they able to answer questions from the community about the council's equalities priorities?</i></p>		
<p>3.22 Action has been taken to ensure equal pay is fully implemented.</p>				<p><i>Overall, is there evidence that men and women are receiving equal pay (subject to any major industrial, legal or other barriers)? Is the situation being monitored/audited regularly?</i></p>		



An Excellent Authority case study

This case study provides an illustration of what an authority at the Excellent stage might look like.

Context

Newtown is a relatively affluent borough of inner London which nevertheless has areas where deprivation remains relatively high. One of the larger of the inner London boroughs, it includes some very expensive private housing as well as some pockets of high-rise social housing. The average household income in Newtown is above the London average and it is ranked 125 out of 354 local authorities in England in terms of average deprivation (where 1 is most deprived). No wards fall in the most deprived 10 per cent nationally but there is considerable variation across the borough and within wards.

Of the 272,000 people living in Newtown in 2006, 42 per cent were aged 20 to 39 compared to a London average of 36 per cent, with correspondingly lower proportions of children and older people. The relatively young population and the high proportion of privately-rented accommodation are reflected in high levels of mobility. The borough's population has been growing since 1997 and is projected to grow a further 6 to 9 per cent by 2021. There is a pattern of single adults moving into the borough while, against the national trend, the population aged over 64 is falling.

There is great diversity in Newtown. Ethnic minorities make up 28 per cent of the population. Thirty-one per cent of this ethnic minority population are aged 18 or under. Around 55 per cent of residents are born in the UK compared to a London average of 73 per cent. There are over 160 different nationalities and over 100 languages spoken by school pupils. All major faiths coexist in Newtown.

Unemployment is low at 2.1 per cent. However this masks stark contrasts in some parts of the borough where unemployment reaches 5.8 per cent and 6.2 per cent.

The cabinet is composed of the leader, the deputy leader and five other cabinet members. Portfolios are cross-cutting and cover resources and strategy (the leader), children's services, housing, adults, health and social care, the environment and regeneration and crime. Six overview and scrutiny committees hold the cabinet to account.

The council leads the 'Newtown Together Partnership' which was established in 1999. The partnership comprises a board of representatives from the public, business and voluntary sectors and is chaired by the leader of the council. The partnership is supported by a local public service board, a business forum and a community and voluntary sector network, which bring together all the main stakeholders in the Borough. In 2005 the LSP signed a Local Area Agreement (LAA), one of only two pilots in London.

Background

The recent Corporate Assessment in 2007 stated that:

‘The council performs well in how it meets the needs of its diverse communities. This is based on a thorough understanding of their needs, good engagement and a commitment to improve their quality of life. The overall percentage of black, Asian and minority ethnic (BAME) staff (26 per cent) is broadly reflective of the local population. At senior manager level women are well represented although BAME and disabled staff are under-represented. The council is aware of this and has identified measures to address the issue. The council has achieved Level 4 of the Equality Standard for Local Government and is making good progress towards achieving Level 5’.

Newtown Council has a long record of commitment to the promotion of equalities. It was one of the first London Boroughs to set up race and women's committees in the 1980s and moved towards a mainstreaming approach to equalities well before the introduction of the Equality Standard for Local Government. It was also one of the first local authorities to adopt the Commission for Racial Equality's (CRE) Standard for Racial Equality in Local Government.

Both members and officers have championed equalities issues. The leader, who is responsible for resources and strategy, also takes the lead for equality and diversity. He champions equalities at the 'Newtown Together Partnership'.

The sustainable community strategy has equalities mainstreamed throughout its four key priorities which are:

- sustainable Newtown that adapts to a growing population
- a strong Newtown economy that includes everyone
- a connected Newtown community where people lead active, healthy lives
- a safe Newtown that is a vibrant part of our world city.

The strategy is available in six community languages.

The council is also taking a proactive role in coordinating the development of a comprehensive equality scheme for the borough, with key strategic partners in the public and voluntary sectors, through the 'Newtown Equalities Partnership' project.



Following the recent stabbing of a teenager by a newly arrived migrant in Newtown, the leader and chief executive worked closely with the police and other agencies to calm tensions within the community.

The officer lead for equality and diversity is the director of regeneration and crime. She chairs the Strategic Equalities Board (SEB), which meets on a monthly basis and is attended by officers at second tier level, who either lead a service or have responsibility for performance. The SEB provides the strategic focus for equalities issues, horizon scanning and best practice.

SEB representatives within each directorate ensure that corporate best practice regarding Equality Impact Assessments, monitoring, consultation etc. are understood and followed by all services. Each department has a Departmental Equalities Board (DEB) which reports directly into departmental management teams.

Getting to Excellent

The Equality Standard for Local Government has provided the council with a structured process to progress the work on the equalities agenda. Consultation mechanisms have been consolidated and streamlined, user and stakeholder groups have been developed and strengthened, procurement processes have been equality proofed, Equality Impact Assessments (EIAs) are routine and regular monitoring is taking place. The council and its partners have also put considerable energy into ensuring that they have up to date data about the changing nature of communities and their needs.

The Corporate Procurement Team (CPT) have developed an evaluation model which tests a tenderer's ability to undertake an Equalities Impact Assessment once a service is transferred over or a contract is let. Once the contract has been awarded the CPT ensures that a requirement is included within contracts for external agencies to deliver an effective and appropriate service, fairly and without unlawful discrimination.

Equality targets and performance indicators are reviewed against monitoring information and reports are produced for the joint cabinet and chief officers meetings on a quarterly and annual basis. The Overview and Scrutiny Committee has the authority to call in any of these reports. The annual budget setting process is also subject to an EIA.

The 'Annual Residents Survey' and 'Annual Staff Organisational Health' survey can be disaggregated by equalities groups and is used to inform policy objectives and targets. For the past 3 years, equalities issues have been specifically commented on in the 'Annual Residents Survey' report enabling services to quickly identify and understand the areas where equalities groups are being positively or negatively impacted. This evidence is used by all services to inform service development and improvement.



Good processes aside, what really interests members, and more importantly the community, are whether there have been any tangible outcomes. Newtown is confident that it is able to show that adopting the Equality Framework for Local Government has made a real difference. It can point to a number of examples of good if not excellent practice and outcomes across a range of services.

- “It’s made such a difference to our lives”
Following a meeting with the carers of children and adults with profound and multiple learning disabilities it became clear that standard accessible toilets (disabled toilets) do not meet their needs. This led to a cross departmental team being set up to design and locate a toilet in the main shopping centre. The ‘Changing Places Toilet’, resulted not only in the council winning a number of awards, but the initiative is now being rolled out nationally.
- The teenage pregnancy unit has commissioned services from "Working with Men", a voluntary organisation that focuses on the development of boys and men, and has also appointed a reintegration worker, whose role is to ensure young mothers reintegrate into education and training.
- 12 secondary schools in Newtown are taking part in the ‘Black Pupils’ Achievement Programme’, which aims to raise the achievement of African-Caribbean and mixed heritage pupils. One of the three initial schools on this London-wide programme, reduced its GCSE 5 A*-C achievement gap between Black Caribbean boys and the rest of the school to less than 3% in 2005, compared to a 17% gap in 2002.
- The Commissioning and Contracts Team in Adults, Health and Social Care commission culturally relevant services from a wide range of providers. A number of specialist services have been commissioned specifically for black, Asian and minority ethnic adults. The Kasbah Day Centre caters for multi-ethnic service users and there are tailored residential and nursing placements for Jewish clients as well as other clients from different cultures. Culturally appropriate domiciliary and day care is provided through voluntary and community organisations such as the Chinese Centre.
- The bereavement service has radically changed to meet the needs of a multi-religious community. Burial plots, backfilling of graves, shroud burials and next day burial for Muslims is available. Muslim families are able to prepare and wash deceased relatives at the mortuary; Hindus and Sikhs are able to use their own religious symbols; tokens are allowed to be burnt at Buddhist services.
- The Refugee Access into Sustainable Employment (RAISE) team in association with Refugee Council and the London Development Agency launched a practical toolkit for partners delivering information, advice and guidance to refugees. The WEL-COM-E toolkit is the product of a collaboration between agencies in three countries aimed at securing sustainable employment



through work experience, matching potential employers and employees and providing practical solutions for employers who wish to employ refugees.

- The creation of a girls' football development officer position has allowed for a large increase in the number of opportunities for girls to play football. There are approximately 16 sessions a week (excluding matches); some of these are drop-in sessions open to anyone (8-16 years), while others are team training sessions. This should help the council achieve its targets in relation to reducing obesity.
- A new caseworker service has been launched involving fortnightly sessions run by the Homeless Households Support Service (HHSS) for people with learning disabilities and their carers. The aim of the service is to prevent homelessness by helping people with learning disabilities find appropriate housing options, including supporting them to remain in existing housing if appropriate.
- 1,250 residents over 60 have benefited from free home security equipment including window locks, door locks and bars.
- A community safety outreach worker has been funded since April 2005 at the LGBT forum to provide outreach and casework support on homophobic crime and to provide support and information to LGBT people reporting homophobic crime and completing reporting forms.
- In employment the percentage of BAME employees has increased to 29 per cent and the proportion of BAME staff at senior grades continues to increase. Women continue to be fairly represented across the grades up to PO6, with the top 5 per cent of earners who are women at 55 per cent. 6 per cent of staff have declared a disability, and the top 5 per cent of earners who are disabled is 9.3 per cent. The single status agreement has been implemented and despite some initial misgivings on the part of some staff, the last "Organisational Health" survey indicated that staff are broadly happy with its implementation.

Annual Resident and other Satisfaction surveys indicate that resident satisfaction is continuing to increase across all services, although there are a couple of areas, in particular, enviro-crime where more work needs to be done. At a recent conference the third sector pointed to the significant improvements in recent consultations, with their views being taken account of in a number of instances.

Newtown is regularly contacted by other local authorities for advice on equalities and has been exemplified in a number of publications by the Audit Commission and the Improvement and Development Agency describing good practice.

However, Newtown is not complacent – there are still areas that need further work. Both members and officers recognise that work on this agenda must continue and that unless the authority continues to use the Equality Framework as a continuous



framework for improvement, it will fail to meet the needs of its diverse communities.

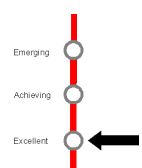
For example:

- targeted work needs to be done to reduce the numbers of BAME exclusions
- the YOT are planning to undertake more work around homophobic attitudes held amongst young offenders
- despite the numbers of staff grievances going down overall, BAME staff continue to be disproportionately represented in disciplinary, capability and grievance cases
- the under-representation of BAME groups in tenant participation structures continues to be an issue and tenant participation services needs to look at ways of increasing participation and involvement of BAME tenants
- the council needs to ensure that all young people are able to engage in further education, employment or training on leaving school through the 14-19 agenda and through opportunities in the wider community
- the Community Safety Partnership needs to undertake further work to enable targeted support to be provided to gay men who are victims of domestic violence – an issue highlighted by the LGBT Forum

Conclusion

The leader and the chief executive are justly proud of the fact that Newtown can claim to be an **Excellent** authority within the Equality Framework for Local Government. A recent report from the Audit Commission which draws upon the findings from Comprehensive Performance Assessment, inspections, performance information and national surveys, showcased the work of Newtown and stated that, 'The London Borough of Newtown is a national leader in its work to understand local peoples' diverse needs and its consultation, research and community engagement continue to improve. Its achievements in equalities and diversity are outstanding.'

(This case study has been drawn together by combining the experiences of a number of authorities at the Excellent stage.)



Appendix 1

Table 1. The 10 dimensions of equality	
Longevity	including avoiding premature mortality
Physical security	including freedom from violence and physical and sexual abuse
Health	including both well-being and access to high quality healthcare
Education	including both being able to be creative, to acquire skills and qualifications and having access to training and life-long learning
Standard of living	including being able to live with independence and security; and covering nutrition, clothing, housing, warmth, utilities, social services and transport
Productive and valued activities	such as access to employment, a positive experience in the workplace, work/life balance, and being able to care for others
Individual, family and social life	including self-development, having independence and equality in relationships and marriage
Participation, influence and voice	including participation in decision-making and democratic life
Identity, expression and self-respect	including freedom of belief and religion
Legal security	including equality and non-discrimination before the law and equal treatment within the criminal justice system

These dimensions are taken from the Equalities Review, published on the 28th February 2007. To read the review in full go to:

<http://archive.cabinetoffice.gov.uk/equalitiesreview/publications.html>