

APPENDIX A

Single Equality Scheme



FOR ALL OF US

Single Equality Scheme
2010-13

Forward by Councillor Mrs Jeannette Alexander.

Welcome to the Council's first Single Equality Scheme.

In developing our new scheme we have built on the work of our previous Race, Gender and Disability Equality Schemes. Looking back, it is clear that our plans were quite rightly ambitious and we have made some great progress. We are very proud of what we have achieved.

In 2009, in recognition of this work, we were awarded Level Five of the Equality Standard for Local Government which is the highest level that a Local Authority can obtain.

As a Council we recognise how important this work is to improving the lives of everyone within our community and we welcome the challenges and additional responsibilities the new Equality Act places on us.

This Scheme is a living document and will be actively reviewed and updated to take account of changes that are happening within our community. We will continue to develop close links with our service users and work actively with our partners to build a borough of opportunity for everyone.

I would personally like to thank everyone involved in helping us to shape our Single Equality Scheme for your ongoing involvement and support. Your ideas have been invaluable and will have a real impact on how we make this a better borough.

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Borough Profile

Barking and Dagenham is on the east side of London, and is the most industrial of the London boroughs. Most parts of the borough are poor compared to other parts of the city. Residents have the lowest average level of income in London. Unemployment is above the national average.

The borough had a population of 164,000 when the 2001 Census was carried out. In the past, the population has been mainly white and working class. In recent years, more people have moved in and out of the area. More residents now come from minority-ethnic groups and 12% of school pupils now speak English as a second language. The percentage of people who are young or old is higher in the borough than in most other places.

This is an exciting time. Barking and Dagenham is undergoing its biggest transformation since the borough was first industrialised and urbanised. The Thames Gateway, of which it forms the heart, is the largest regeneration area in Europe. It is crucial to the Government's plans to develop sustainable communities in the southeast and to the London Mayor's ambition to ensure prosperity is more evenly shared between east and west in London.

Over the next decade and a half, East London will benefit from 150,000 new homes and around a quarter of a million new jobs. New transport connections will make travel in the region and to the rest of London easier than ever. Barking and Dagenham's population will rise dramatically and new housing will substantially change the character of the borough.

Our 2020 Vision is for a vibrant local economy, with a wide variety of local retail, leisure and cultural facilities, and a well-educated, highly skilled population able to compete for new jobs in the borough, the Thames Gateway and London as a whole. This strategy for economic development is intended to help achieve the 2020 Vision and to ensure that all the residents of Barking and Dagenham share the benefits of growth, regardless of gender, ethnicity, disability or the neighbourhood in which they live, making our approach to equality and access for all a crucial part of the all the work that is carried out within the borough

What is a Single Equality Scheme and why is the council producing this?

This is our first Single Equality Scheme which replaces our existing three separate schemes (disability equality, race equality, gender equality).

The enactment of the new Equality Act, while not requiring us to have a Single Equality Scheme, brings a new focus on addressing equalities issues in a consistent and joined-up way.

The new act is intended to simplify the way the Council and other public bodies address equality issues for everyone. Our Single Equality Scheme will address all of the legal requirements together and provide one set of merged actions. This will make it easier for us to demonstrate how we are meeting our general duty of promoting equality and tackling discrimination of all forms – and to keep track of how we are doing

We will no longer produce separate plans for our actions relating to race, disability and gender. The Single Equality Scheme will be our unified plan, regularly reviewed and updated. We will produce an annual report on what we have done, making it easier for the public and our partners to see what we plan to do and what we have achieved each year. Importantly, every three years we will consult local people to refresh our priorities and agree new targets.

What does the Equality Act 2010 require us to do?

The Equality Act 2010 now makes the law more explicit and adds extra groups of people who are protected by legislation:

- People of different ages
- Lesbian, gay and bisexual people.
- The duty now fully covers people who have changed their sex or are in the process of doing so

The Act also now provides protection from “prohibited conduct” which includes:

- direct discrimination - including combined discrimination (i.e. where a person suffers unfavourable treatment because of a combination of two protected characteristics, see below)
- indirect discrimination;
- harassment and;
- victimisation

The following describes the various groups of people who are covered by the new law. These are also called “**protected characteristics**”:

- **Race, religion or belief:** People from black and minority ethnic groups and people with different religions and beliefs
- **Disability:** Disabled people
- **Age:** A person belonging to a particular age group, e.g. young and old People
- **Sex:** (Gender) being a Man or a Women
- **Sexual Orientation:** Lesbian, gay, bisexual and transgender people
- **Gender Reassignment:** People who have changed their sex or are in the process of doing so
- **Pregnancy and maternity:** Women having a baby, and women just after they have had a baby.
- **Marriage and civil partnership:** People who have or share the common characteristics of being married or of being a civil partner (but this is not covered by the Public Sector Equality Duty)

The full text of the Act can be found at:

http://www.opsi.gov.uk/acts/acts2010/pdf/ukpga_20100015_en.pdf

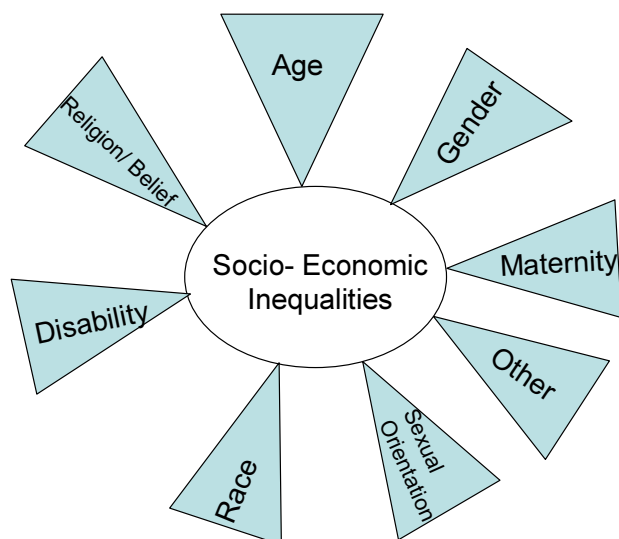
The Equality Act will have a particular bearing on the Council as it confers a ‘**general duty**’ on public bodies when exercising public functions to have due regard to the need to:

- **Eliminate** conduct which is prohibited under the Act;
- **Advance equality of opportunity** between people who share a protected characteristic and those who do not;
- **Foster good relations** between people who share a protected characteristic and those who do not

The Act also:

- **Extends** the existing **race, gender and disability duties** to cover all main protected characteristics (NB not marriage and civil partnership)
- Creates a **new duty** for public bodies to consider **socio-economic disadvantage** when, for example, deciding priorities and setting objectives, to consider how their decisions might help to reduce the gap between rich and poor.
- Makes it clear that public bodies can use **procurement to drive equality** by taking equality more frequently and consistently into consideration when awarding contracts to the private sector.
- Prohibits **pregnancy/maternity discrimination** in schools (pupils)
- Makes terms in **contracts, collective agreements or rules** unenforceable or void if they result in discrimination

Diagram 1 below shows the protected characteristics:



Socio-Economic Inequalities

The theme of “Socio Economic Inequalities” is shown here as a cross-cutting theme. In other words, we want to take these into account in all that we do. The more economically disadvantaged a person is, the more they will suffer greater social inequalities and lower life chances.

The key challenges for Barking and Dagenham are to improve the aspirations and ambitions and skills of our local population and harness the increasing opportunities for regeneration in the locality.

Just a few examples may help us to better understand the importance of including this in our work

- Poorer children (who get free school meals between the ages of seven and 14) are less likely to go onto higher education;
- Less academically able but better off children overtake more able, but poorer children by the age of six;
- The income gap between those in work continues into retirement as those in higher paid jobs are more likely to have company pension schemes, giving them financial security in retirement.
- Women generally live longer than men, but since the early 1980s poorer women have been living less long than rich men.

Socio-economic disadvantages can also reinforce and increase the inequalities associated with disability, gender and race:

- Disabled adults are twice as likely to live in low-income households as non-disabled adults;
- Half of all lone parents are in low income households, the overwhelming majority of them being women;
- Only 61% of Muslim men have jobs, compared to 80% of Christian men, and 82% of Hindu men;
- Around 70% of people from black and minority ethnic backgrounds live in the most deprived wards in the country.

Barking and Dagenham is more or less uniformly deprived and is unusual in the homogeneity of its socio-economic profile. Barking and Dagenham is ranked 21st out of 354 authorities on the Index of Multiple Deprivation, 14 out of our 17 wards fall into the bottom 20% and none is in the top 50%. It is therefore important for us to recognise that even in the event of the Socio economic duty not being enacted it is an area of work that we remain fully committed too and will remain on our agenda in all aspects of our work.

What is already in place?

We are very proud of that the work and commitment to the Equality agenda which lead us our achieve Level 5 of the Equality standard for Local Government the highest level with that can be awarded. Work and commitment

The Council has previously had three separate statutory schemes in place; covering, race (different ethnic groups and cultures), gender (men, women and transgender) and disability (disabled people).

Each Scheme with an accompanying plan set out what the Council would deliver over a three year period in order to fulfill our 'statutory duties'. These plans were developed through consultation with local people, feeding in the priorities as expressed by local people and interest groups.

Our three equality schemes to date have had the following common themes:
Leadership and commitment – including partnership working
Access to services
Crime and Safety
Employment
Involvement and consultation

We have travelled a long way in the implementation of our action plans but it is important for us to recognise where we need to improve and include this element when we developed our Single Equality Scheme.

A review of the three schemes highlighted the following:

Disability Equality Scheme

It was recognised because of the complexity of the issues faced by disabled people the action plan would take some time to embed and become mainstreamed. To ensure that the authority developed its services appropriately, many actions will be ongoing for a number of years so that accurate record and knowledge of our disabled community are developed. Therefore the action plan was developed over a six year period not three years and is current until 2012. This will allow us to see an acceleration of the work to ensure delivery of any proposed actions.

Areas that have been successful are:

- Training on the social model of disability
- Inclusion of disability equality within the impact assessment process
- Inclusion of disability information within the new intelligence system that is being developed within the Council
- Funding for International Day of Disabled People as an example of partnership working
- Employment and training information is provided on a regular basis to the Disability Equality Forum and demonstrates the Council's positive contribution to disability equality
- Services are aware of the Disability Equality Forum and are keen to consult on projects and schemes –e.g. recently the Dagenham Library and One Stop Shop

Areas of work still ongoing:

It is important that as community leaders we work within the partnership to ensure that disability equality and the social model is appropriately adopted. The PCT and the police are both signed up and are working to develop this. Access issues relate to a wide range of matters and not just the physical access to building

Race Equality Scheme

The core principles of our Race Equality Scheme are aligned with best practice performance and policy management principles:

- Identifying and monitoring the key functions of a policy and how they relate to race equality
- Gathering data
- Ensuring our decisions are made from a robust evidence base
- Measuring the impacts of our policies
- Consulting with staff, our partners and the wider community, and gathering their views on how we can improve our policies and services.
- Ensuring the wider public has access to information about our services and policies. We will be transparent and open, publishing the results of our consultations and the RES.

What has been achieved?

The main achievements since 2005 have been the successful implementation of the Council's Corporate Equality and Diversity Plan (CEDP) 2005-2008. We designed and implemented an ambitious action plan to mainstream equality, across all strands, into every function of the council's work. For example:

- The Council now has well-established mechanisms for consulting with all communities – including Black and Minority Ethnic (BME) groups.
- There has been significant progress in carrying out Equality Impact Assessments for all new and existing policies.
- Significant progress has been made in working to ensure the Council's workforce reflects the community it serves

Gender Equality Scheme

The three areas for action in the Gender Equality Scheme are:

- Leadership and Corporate Commitment
- Employment and Training
- Community Safety.

Human Resources have completed their actions in the area of training and employment, though many of them are ongoing commitments. Areas which are still being worked on are:

- Workforce data/ Performance indicators
- Flexible working, looking at Modern Ways of Working and moving to shared work space which is linked with flexible working practices.
- Employment policies. A programme of work-related policies is being reviewed starting with employment relations procedures, such as Grievance, Secondments, Employee Volunteering and Home Working.

There are some actions in the employment and training area that are being met under other areas of work.

- Manage the childcare market in order to secure sufficient numbers of childcare places to meet the demands of carers and parents.
- To provide appropriate advice, guidance and encouragement to women about their employment options especially those women returning to the labour market, after a period of caring, and to those who have little labour market experience.

In relation to community safety, there are the following particular achievements:

- A monthly Multi-Agency Risk Assessment Conference (MARAC) is now meeting for cases of domestic violence. In 2009-10 the MARAC dealt with 212 high-risk cases of domestic violence involving 293 children. In April 2009, 49% of MARAC cases were repeat victims – this has reduced to 26% in July 2010.
- The partnership has increased local awareness of Domestic Violence issues, most particularly with the annual White Ribbon Day, and an annual conference for specialist agencies within the borough working with victims of domestic violence to enable networking and facilitate skills-sharing.
- Domestic Violence training has been provided to local authority staff and over 240 people have undertaken Domestic Violence Training since 2007.
- Support for members of staff that experience domestic abuse has been improved. Regular briefings have been held for staff and Domestic Violence services are promoted at all Staff Induction Events. Occupational Health have been supported to ensure that staff can access information and advice.
- Work has continued to improve the reporting processes of Hate Incidents. The Council has commissioned Stop Hate UK to act as the borough's 3rd Party Reporting Site. As well as this, a number of 3rd party reporting sites have been established in local agencies.

Our Single Equality Scheme

The new Equality Act 2010 does not specify that as a public authority we have to develop a Single Equality Scheme. We have decided to use this methodology to enable us to identify the areas of work that will contribute to our equality objectives and targets, informed and influenced by local concerns.

This new scheme will not only allow us to identify the work that demonstrates how we are meeting our statutory duties it will also build on the commitment to achieve our partnership vision of a 'fair and respectful borough'.

It pulls together and rationalises all of the required work. It will be our vehicle to respond to both national agenda and delivery of local improvements

It is important to see this scheme very much as a live document that can be reviewed and updated enabling us to take into account changing priority areas both at a national and local level

To simplify this process, the Single Equality Scheme has four main objectives. Two of these relate to how the Council delivers its services (externally facing) and two relate to the Council as an organisation (internally facing).

i) Externally Facing

Objective 1: To ensure that best practice in equality is rooted in all aspects of the Council's functions and is supported by a strong evidence base

Objective 2: To ensure that the work of the Council is informed by effective and inclusive consultation, engagement and communication with users

ii) Internally Facing

Objective 3: To ensure that the promotion of equality and human rights and elimination of discrimination and harassment are embedded in all LBBDD practices through leadership and organisational commitment

Objective 4: To ensure the development of an effective and diverse workforce that is representative of the communities served by the Council.

Following a review of our three schemes and to support the development of our new Single Equality Scheme the following table (table1) highlights what has been achieved so far and how this fits within the new overarching objectives.

Table 1

Objective 1: To ensure that best practice in equality is rooted in all aspects of the Council's functions and is supported by a strong evidence base.	
What the results of previous consultation asked us to do	What we are currently doing
Services to ensure that information and public meetings are accessible	Translation and interpreting available where necessary. Council buildings are accessible to disabled people. New forms developed using Crystal Mark ('plain English') accreditation. Relevant services are using appropriate media for learning disabled customers.
Work with Partners to ensure that duty to positively promote is mainstreamed into the work of all relevant organisations	There is joined up work with both the PCT and Police on health and community safety issues
Council to work proactively with representative groups.	Equality Fora have been established, and mechanisms have been identified for them to feed into the Local Strategic Partnership
To improve the feeling of safety and wellbeing for all groups	We are working with partners to improve the outcomes for those suffering domestic violence for all of the equality strands
Develop hate incidents policy to include all statutory equality strands, not just race	We revised the racist incident policy to include gender disability and sexuality. The new scheme was launched and information is available on the internet. A third party reporting mechanism was developed and used

Objective 2: To ensure that the work of the Council is informed by effective and inclusive consultation	
Council to work with community to ensure that everyone has the ability to participate and be involved in key decisions and plans that may affect their lives	Community consultation and engagement strategy implemented and currently being reviewed to incorporate wider empowerment.

Objective 3: To ensure that the promotion of equality and human rights and elimination of discrimination and harassment are embedded in all LBBB practices through leadership and organisational commitment	
To assess our services as well as the new and existing policies to ensure no discrimination was evident and ensure that there was equal access for all. These processes mainstreamed into performance management systems	The council has developed an Equality Impact assessment process which allows services existing policies to be assessed. Impact assessments are reviewed both departmentally, and corporately at the Equality and Diversity Inclusion group.
Procurement of services to build equalities objectives and targets into relevant contracts	Corporate guideline were revised in 2006 to include 'Guidelines for building equalities into contracts'
Services to know their customers and be aware of who is using them and levels of satisfaction	Equalities strands are part of the monitoring process for all departments Currently developing a Customer Relationship Management (CRM) system with the capacity to collect relevant data
All departments to regularly review budget allocation to organisations and to regularly review budget allocation to support equality work	Forms part of the service/ business planning process

Objective 4: To ensure the development of an effective and diverse workforce that is representative of the communities served by the Council																															
Well trained staff in all aspects of the equality agenda	Equality and diversity training is mandatory for all staff. All staff receive training on the Social model of disability																														
Ensure the workforce at all levels, better represents the community it serves	<p>Recruitment monitoring extended to cover all equality strands. (Data verification exercise carried out to seek voluntary disclosure of information where this previously not requested)</p> <p>The Council employed 4,778 staff (excluding schools) at 31 March 2010:</p> <table border="0"> <tr> <td>Gender:</td> <td>Women</td> <td>3,103 (65%)</td> </tr> <tr> <td></td> <td>Men</td> <td>1,655 (35%)</td> </tr> <tr> <td>Ethnicity:</td> <td>Asian</td> <td>273 (6.2%)</td> </tr> <tr> <td></td> <td>Black</td> <td>664 (13.9%)</td> </tr> <tr> <td></td> <td>Chinese</td> <td>17 (0.4%)</td> </tr> <tr> <td></td> <td>Mixed</td> <td>68 (1.4%)</td> </tr> <tr> <td></td> <td>Other</td> <td>44 (0.9%)</td> </tr> <tr> <td></td> <td>White</td> <td>3,710 (77.6%)</td> </tr> <tr> <td></td> <td>Not disclosed</td> <td><u>2</u> (0.04%)</td> </tr> <tr> <td></td> <td></td> <td>4,758</td> </tr> </table> <p>Disability: 200 (4%) of staff declared themselves to have a disability</p> <p>Workforce information and profile is in development to help with monitoring employment trends, enable comparison against local demographic information and for future workforce planning.</p> <p>Developed the 'Valuing People' strategy with partners, to introduce and establish arrangements that will enable the Council to employ more people with learning disabilities in the long-term.</p> <p>Annual survey of disabled staff about working for the Council and how to encourage more people to declare their disability. Results fed back to the Staff Network and Disability Equality Forum.</p>	Gender:	Women	3,103 (65%)		Men	1,655 (35%)	Ethnicity:	Asian	273 (6.2%)		Black	664 (13.9%)		Chinese	17 (0.4%)		Mixed	68 (1.4%)		Other	44 (0.9%)		White	3,710 (77.6%)		Not disclosed	<u>2</u> (0.04%)			4,758
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<p>Council to seek accreditation</p>	<p>The Council holds both the Investors in People (IIP) and the Department of Works and Pensions (DWP) Employers “Two Tick” accreditations. It is one of Stonewall’s top 100 employers in the country for 2010.</p>
<p>Support staff networks and use as a consultative mechanism</p>	<p>The Council has supported the setting up of staff support groups, including the:</p> <ul style="list-style-type: none"> • BME staff network • LGBT network • Disability staff network <p>The Staff Support Networks have had an important role in supporting the Council to meet its statutory responsibilities under equalities legislation, as well as with applications for accreditation including;</p> <ul style="list-style-type: none"> • The Equality Standard for Local Government • DWP "Two-Tick" Disability employer • Stonewall Workplace Equality Index (WEI) • Investors in People (IIP) <p>Details of the networks are promoted internally and group intranet pages set up as a information resource for all staff</p>

Key elements of our action plan

Leadership and Commitment

The Council is committed to delivering fair access to, and delivery of, all public sector services in the area. This commitment is demonstrated through our Corporate Plan and through the delivery vehicle of the Local Area Agreement–the Barking and Dagenham Partnership.

The Council's Equalities, Diversity and Inclusion Group is the corporate decision making body that oversees all of the work that the council is committed to which contributes to ensuring that there is fair access to all of its services. This board reports directly to the Corporate Management Team.

Equality Impact assessments

For us to understand the needs of all our community and to be self reflective about the way we develop and deliver our policies it is vital that we continue our programme of impact assessments. We are committed to improving this process to be able to

- take into account the new protected characteristics
- make it easier for the wider community to be involved in equality impact assessments
- obtain the results in an accessible format

This process will allow us to demonstrate how we are meeting the general duty of the Equality Act 2010; it will also help us to identify what we are doing well as well as areas that we may need to improve to ensure that any adverse or potential adverse impact is identified.

We will publish a yearly schedule of the services that will carry out equality impact assessments.

Knowing Our Communities.

This borough is fast-changing, an important recent change has been the rapid rise in the proportion of the borough's population which is made up of black and minority ethnic residents. In 1991, only 6.8% of the borough's population was non-white. This had risen to nearly 15% in 2001, and is now estimated to be approximately 25%. Historically, there has been a stable white, working-class population in many parts of the borough, although in areas of Barking there has been significant ethnic diversity since the 1960s. Increasing diversity offers considerable opportunities, but the pace of change poses a number of real challenges for community cohesion

Knowing our communities and the changing needs helps us to plan and deliver our services in an effective way ensuring that no sections of the community are or perceived to be excluded and levels of satisfaction can be monitored.

Development of IT systems, notably the Customer Relationship Management system and improvements to services based software will allow us to improve both our tracking systems as well as identify specific needs of individual customers

Consultation and engagement

We recognise Barking and Dagenham is a borough that faces many challenges. It is also one where we can be proud of our heritage, and of the great work that people in the community do to make this a better place. Bringing together work to engage and consult with local people ensures this is done as effectively as possible which will reduce the changes of consultation fatigue.

Improvements to engagement and empowerment will lead to improvements in service delivery. Improved services which meet the diverse needs of our community.

The Council as an Employer

At Barking and Dagenham, we are positive about diversity, because we know our mixture of cultures, ages, levels of ability and gender actually strengthens our team.

We are proud of our past, and see it as an outstanding foundation; but we think that modernising initiatives will help us can only help us to build our future as an employer

The actions within the Single Equality Scheme show how we will achieve our commitment to both the recruitment and development of all staff to enable us to be have a representative workforce at all levels.

How will we monitor the Single Equality Scheme?

The Equality Diversity and Inclusion Group will take a lead role in ensuring that the targets set within the scheme are met and all services, where appropriate, are able to report on their journey in achieving measurable outcomes for all of the community having due regard for the protected characteristics identified within the Equality Act 2010.

A yearly report will be produced and published allowing all stakeholders to be able to access our progress and provide effective feedback on relevant issues.

Appendix 1.

ACTION PLAN

Objective 1: To ensure that best practice in equality is rooted in all aspects of the Council's functions and is supported by a strong evidence base				
Overarching Actions	Milestones	Lead officers	Outcomes	Date due
Ensure that information and facilities are accessible to all, taking into account the needs of different communities	Following impact assessment, Access Strategy in place	Head of Customer Strategy	All services using the correct vehicles to allow equal access and are able to demonstrate how different access needs are catered for	October 2010
	Reporting against action plan monitored at appropriate levels			January 2011
	Appropriate access to all services can be evidenced			April 2012
Partnership Boards identify actions to address equalities and cohesion	Actions & targets identified	Board Lead Officers	Evidence of partners developing strategies to tackle access and equality issues with demonstrable outcomes	December 2010
	6 monthly reporting to CSP			June 2010 and ongoing
Develop and implement Child Poverty Strategy to be known as 'Raising household incomes: the best possible start for every child in Barking and Dagenham	Strategy impact assessed	GM E&S	Child poverty strategy in place	March 2011
	Strategy developed and adopted			October 2011
	Monitoring against agreed NIs and local indicators in place and results reported to the Children's Trust Board			2011- ongoing
	Targets within strategy are met			

Continue to support and work with Equality Fora and develop method of 'Joined-up working to identify common issues	Establish a 6 monthly programme of fora chairs to advise CSP on relevant issues	GM – CC&S	Active Fora where relevant issues are discussed Evidence that services are using these fora as consultative / engagement mechanisms Consultative/involvement mechanism demonstrates influence on potential outcomes of the services Common issues brought to the attention of the Council	2010 April 2012 January 2011
Continue to improve the feeling of safety and well being for all groups	Develop a communication and engagement strategy for the Community Safety Partnership taking into account the needs of different communities Delivery of the actions and outcomes of the year on year CSP plan	GM Community Safety	Increase in community feeling safe within the borough (National Indicators)	October 2011 Target for 10/11 to be achieved and ongoing targets set
Streamline hate incident reporting with bullying/ harassment incident handling in schools	Develop appropriate reporting mechanisms	GM Community Safety	Incidents being reported in schools and information being used effectively to improve relationships within school communities and the wider community	December 2010
Identify an establish a third party reporting site for disability hate incidents	Third party Disability group identified Reporting process agreed	GM Community Safety	Wider range of opportunities for disabled people to report hate incidents Increased number of disability hate incidents reported	December 2010 February 2011

Objective 2: To ensure that the work of the Council is informed by effective and inclusive consultation				
Actions	Milestones	Lead officers	Outcomes	Date due
Adopt community engagement and empowerment strategy	<p>Strategy adopted</p> <p>Strategy monitored through appropriate N.I.</p>	Head of Strategy & Performance	<p>Diverse/ representative cross-section of the community participating in engagement activities</p> <p>A coordinated approach to engagement with partners</p> <p>Increased opportunities to get involved for all communities</p> <p>More confident and empowered community</p> <p>Improved services as a result of the continued engagement</p> <p>Achievement of target for NI4</p>	Adopted October 2010
Develop approach to engaging the wider community in assessing equalities impacts	<p>New guidance produced to support services</p> <p>Services routinely identify key partners and stakeholders who could form part of the Equality Impact assessment process</p>	<p>GM Community Cohesion</p> <p>All services</p>	<p>Evidence that there has been appropriate involvement in the review and development of service to improve access to the individual services</p> <p>Community have greater opportunity to be involved in the Equality Impact Assessment process</p>	April 2011

Objective 3: To ensure that the promotion of equality and human rights and elimination of discrimination and harassment are embedded in all LBBB practices through leadership and organisational commitment				
Actions	Milestones	Lead officers	Outcomes	Date due
Robust monitoring of this action plan to ensure delivery	Quarterly monitoring by EDI Group	EDI Group	Performance and development is monitored at an appropriate level	April 2011 and ongoing
	Achievement report published annually			October 2011 and ongoing
Within marketing and comms, continue to use 'positive images' of all equality strands		Group Manager Marketing and Comms	All communities are proportionately represented in LBBB literature, posters and leaflets etc and on the council's website and intranet pages.	Ongoing
Ensure impact assessments are mainstreamed into performance management systems	Impact assessment process reviewed and updated to take into account the new protected characteristics	GM Community Cohesion	Programme of impact assessments and action planning carried out that will inform business plans/ services plans	October 2010 and ongoing
	Continued programme of impact assessment Review/ revise monitoring framework	All services, monitored via EDI Group GM Community Cohesion	Services able to demonstrate how process has improved outcomes for different communities	Ongoing

Monitor Procurement and commissioning of services to ensure that equality is built into relevant contracts	Identify mechanisms and appropriate targets to evidence compliance with the Equality Act within Council procurement procedures and functions	Director of Finance and Commercial Services	Evidence that Equalities is mainstreamed into appropriate contracts at all levels. Programme of monitoring contracts including sharing good practice	March 2011
Customer profiling and equality mapping used by services to understand and be aware of who is using them, levels of satisfaction and gaps in coverage	Use of CRM to capture equalities data Output from CRM customer insight reports to services Evidence that services are acting on customer insight	Head of Customer Strategy	The needs of individual services users are recorded and used to allow equal access Information used to understand and develop services	December 2010 Ongoing from August 2010 Ongoing April 2011

Objective 4: To ensure the development of an effective and diverse workforce that is representative of the community it serves				
Actions	Milestones	Lead officers	Outcomes	Date due
Cyclical review of training program to ensure that staff are appropriately trained on equalities matters	<p>Review of programme conducted annually</p> <p>Amendments made to programme</p> <p>Review of attendance at programme and actions taken</p> <p>Annual corporate briefing /update on equality issues</p>	Head of HR/GM HR services	<p>All staff trained to an appropriate level for their work to enable them to understand their individual responsibilities</p> <p>Training is relevant and helps delivery of the Corporate priorities</p> <p>Managers and staff are kept updated on changes to legislation and best practice in case law</p> <p>The council is fully compliant with its statutory duties under equality act</p> <p>All training accessible to part time and disabled employees</p>	Annual review and ongoing
Ensure the workforce at all levels, better represents the community it serves	<p>Percentage of women, BME and disabled staff in management posts reflects the overall percentage of the workforce</p> <p>Establish recruitment and retention initiatives to attract</p>	Head of HR/GM HR services /GM HR recruitment information and health	<p>Achieve more representative workforce at all levels within the organisation</p> <p>Employment targets in OD and Workforce Development Plans / Strategies met</p>	Ongoing

	<p>and retain staff, including:</p> <ol style="list-style-type: none"> 1. Work experience 2. Apprenticeships 3. Graduate schemes 4. Flexible working 5. Career development <ul style="list-style-type: none"> • work related training • mentoring • secondments <p>succession planning</p>		<p>Recruit and retain more people from the local community, especially into difficulty to recruit to posts</p> <p>Career pathways to develop staff to become managers</p>	
<p>Pursue accreditation and benchmarks where appropriate</p>	<p>Ensure successful reapplication for IIP and DWP Disability 'Two Tick' employers accreditation</p> <p>Continue to reapply for Stonewall Workplace Equality Index annually</p> <p>Self-assess against Equalities Framework for Local Government</p>	<p>Head of HR/GMHR services /GM HR recruitment information and health</p>	<p>IIP retained.</p> <p>Council has communication strategy embedded within the organisation and engages managers and staff on issues that affect them</p> <p>Council is fully compliant with its statutory duties, under the equality legislation</p> <p>Maintain/improve individual "score" in Workplace Equality Index</p>	<p>IIP accreditation reviewed every three years – next review due in 2011</p> <p>Annual review by DWP of the Council's progress against 5 "Two Tick" commitments (July/August)</p>
<p>Support staff networks and use as a consultative mechanism</p>	<p>Annual review of support to staff networks to ensure:</p> <p>Promoted effectively, increased awareness, engaged on delivering agreed</p>		<p>75% of staff can identify groups</p> <p>Healthy Staff networks with relevant reporting mechanisms.</p> <p>Staff networks consulted on the</p>	<p>May/June (yearly) ongoing</p>

	<p>aims, training needs identified / provided</p> <p>Assess demand / need for other networks</p> <p>Conduct staff attitude surveys used to assess engagement</p>		<p>development of equality plans / employment policies, including impact assessments</p> <p>Staff networks contribute to accreditation processes and positively promote the Council as a good employer</p>	
<p>Review of Human Resources policies and practices to ensure we will meet all requirements highlighted in the new Equality Act e.g. Maternity</p>	<p>Identify key employment policies and practices that covered by Equality Act and audit to ensure compliant with legislation; update as necessary, notify managers and staff of any changes</p> <p>Agree programme to review and update employment policies ongoing, including equality impact assessments.</p> <p>Identify training and support to be provided prior to introducing new procedures</p>	<p>Head of HR/GM HR Recruitment Information and Health</p>	<p>Employment policies and practices are up to date and reflect changing legislation, “case law” and “best practice”</p> <p>The Council is fully compliant with its statutory duties, under the various equality legislation</p>	<p>2010 /2011</p>

Appendix 2

A Basket of Performance Indicators

To ensure delivery of the Single Equality Scheme, it is important for us to have robust monitoring procedures in place. Regular reports will be produced to show how well we are doing. We will use the performance indicators below to track the progress of the action plan. As individual actions progress, targets will be established and reported against.

Local performance indicators for the Single Equality Scheme (SES)

- The number of actions within the SES either delivered or are on target to achieve proposed outcomes
- % proposed yearly impact assessment completed
- % of EIA action plans on target

National Indicators. – All survey results and data will require analysis by equality stands.

- Consultation and engagement
 - NI 1 % of people who believe people from different backgrounds get on well together in their local area.
 - NI 3 Civic participation in the local area
 - NI 4 % of people who feel they can influence decisions in their locality
 - NI 5 Overall/general satisfaction with local area
- Community Safety
 - NI 21: Dealing with local concerns about anti-social behaviour and crime issues by the local council and police
 - NI 27: Understanding of local concerns about anti-social behaviour/crime issues by local council/police

Child Poverty (in development)

- Average weekly income in the borough
- % children and young people living in poverty
- Numbers of young people not in education employment or training (NEET) @ 6% by 2012
- % homes achieving the Decent Homes Standard

- NI 116: Proportion of children in poverty
- NI 117: 16 to 18 year olds who are not in education, employment or training (NEET)
- NI 118: Take up of formal childcare by low-income working families
- NI 156: Number of households living in temporary accommodation
- NI 158: Percentage of non-decent council homes

Economic development (in development)

- NI 117: 16 to 18 year olds who are not in education, employment or training (NEET)
- NI 151: Overall Employment rate (working-age)
- NI 152: Working age people on out of work benefits
- NI 153 : Working age people claiming out of work benefits in the worst performing neighbourhoods
- NI 163 : Working age population qualified to at level 2 or above
- NI 171: New business registration rate.
- NI 172: Percentage of small businesses in an area showing employment growth
- NI 173: Flows on to incapacity benefits from employment

Human Resources

- % of women, BAME and disabled staff in management posts in comparison to the overall percentage of the workforce
- % of staff attending equality and diversity training courses
- % Human Resources policies and practices reviewed and updated to ensure full compliance with the Equality Act 2010