



CORPORATE EQUALITY PLAN

2004 – 2007

FOREWORD

Welcome to Leicestershire County Council's Corporate Equality Plan 2004-07. This plan contains important information about the work the Council is doing in the area of equality.

We want Leicestershire to be a place where no-one experiences discrimination or disadvantage because of race, nationality, ethnic or national origin, religion or belief, gender, marital status, sexuality, disability, age or any other unjustifiable reason.

As a council we are committed to work to reduce disadvantages, discrimination, and inequalities of opportunity, and promote diversity in terms of the people we serve, our workforce, the partners we work with and the services we deliver.

We have legal duties relating to equality and we are determined to meet these. However, our aim is not just to meet our legal duties, but to make Leicestershire a place where everyone matters and is treated as an equal citizen even though they have different needs.

We want everyone in Leicestershire to feel safe from harassment and to have access to high quality services designed to respond to their individual needs. We want our workforce to reflect the diversity of our community – if it doesn't, we could be missing out on the skills, knowledge and experience of large sections of the community.

We have a responsibility to provide community leadership for the County and will use this to promote equality and share ideas and good practice with our partners and other service providers.

The County Council is committed to consulting the public, its service users, partners and other interested groups as part of providing effective services that meet the needs of the people of Leicestershire. By seeking your views and then acting on the results, the Council can ensure that its services better reflect your needs and aspirations.

We welcome everyone's comments on this plan and on any other aspects of our work to promote equality.

David Parsons
Leader

John Sinnott
Chief Executive

CONTENTS

	Page
FOREWORD	1
1. The Purpose of the Corporate Equality Plan	3
2. The Leicestershire Context	4
3. Policy Statement	5
4. Our Commitment	7
5. Our Priorities	10
6. Action Plan	12
▶ Year One (2004-05)	13
▶ Years Two and Three (2005-07)	18

1. THE PURPOSE OF THE CORPORATE EQUALITY PLAN

The purpose of this Plan is to:

- ▶ Provide all staff and members of the Council, partner organisations and Leicestershire residents with a clear statement of Leicestershire County Council's strategic direction on one of its key priorities, to promote equality and diversity and eliminate discrimination in service delivery and employment.
- ▶ Make clear the Council's commitments in fulfilling its legal obligations to achieve equality of opportunity in the areas of race, gender, disability, sexuality, religion or belief and age
- ▶ Draw together the different strands of equalities work into one comprehensive plan without replacing detailed schemes such as the Race Equality Scheme
- ▶ Enable all departments in the Council to see how they contribute to our equalities objectives
- ▶ Ensure that our equalities objectives are consistently applied throughout the whole council
- ▶ Set out equalities priorities for the next 3 years and explain, through our Corporate Equality Action Plan, how we will achieve them
- ▶ Monitor and review our performance to ensure we meet the aims of our policies
- ▶ Consult service users and employees to ensure our policies are effective and meet their needs

2. THE LEICESTERSHIRE CONTEXT

The County's population of 615,000 is forecast to increase by 4% in the next ten years. Although the County is mostly rural, nearly half the population live in market towns, or urban areas close to Leicester. Leicestershire is rich in the diversity of its people and its resources. The County has a long history of settlement from other parts of the world, which can be traced back to 2000 years ago with the successive arrival of the Romans, Anglo-Saxons and the Danes.

In the early 1970's there was a substantial immigration to Loughborough of people of Bangladeshi and Gujarati origin. More recently there has been movement out of the city of Leicester into Leicestershire, particularly into the districts of Oadby & Wigston, Blaby and the southern part of Charnwood Borough.

Black and minority ethnic groups make up 7.25% of the County's population, compared to 3.4% in 1991. Of these 5.29% are of Black or Asian origin while among the 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.

In the Census 74% of people stated they were Christian, 2% Hindu, 0.8% Muslim, 0.8% Sikh and 15% said they had no religion. There are approximately 10,000 pupils of minority ethnic heritage in Leicestershire schools. In addition to English, more than 50 different community languages are spoken in the county. Arabic, Bengali, Cantonese, Gujarati, Hindi, Kutchi, Malay, Punjabi and Urdu are spoken by a significant number of pupils whilst other languages are represented in similar numbers. Minority ethnic pupils have varying experience in the use of English language - many are fluently bilingual but approximately 600 of them are new to English.

15.5% of the population have a long term limiting illness, which compares with 10.5% from the 1991 census. It is recognised that this will represent a broad range of disabilities. There are a number of established access groups and organisations representing disabled people across Leicestershire. These groups advise the County Council on improving disability access to services and employment opportunities for all disabled people.

Overall, there is an equal gender split between women and men - 50.6% and 49.4% respectively. However, there are more females over the age of 75 (61.8%) than males (38.2%).

Within the population there are a range of communities, groups and individuals who may not enjoy equality of opportunity to access services and employment and who may experience discrimination. These include, but are not limited to, groups such as disabled people, minority ethnic communities, gay and lesbian people, older people, and women

3. EQUALITIES POLICY STATEMENT

Committed to equality of opportunity in employment and services

The County Council wants to create a culture where people of all backgrounds and experience feel appreciated and valued. It is totally committed to achieving equality of opportunity in service delivery and employment. Citizens who access services, job seekers and employees will be treated fairly and without discrimination. Discrimination on the grounds of race, nationality, ethnic or national origin, religion or belief, gender, marital status, sexuality, disability, age or any other unjustifiable criterion will not be tolerated.

The County Council is opposed to all forms of unlawful and unfair discrimination (including harassment of any kind). The Council will take appropriate action wherever instances of discrimination and harassment occur, in the delivery of services and in the course of employment. It will work effortlessly with its partners to develop effective procedures and policies to combat all forms of unlawful discrimination and to share good practice.

The Council will fulfil its legal obligations under the Sex Discrimination Act 1975, Equal Pay Act 1970 (as amended 2004), Race Relations Act 1976 (as amended 2000), the Disability Discrimination Act 1995, the Employment Equality (Sexuality) Regulations 2003, the Employment Equality (Religion or Belief) Regulations 2003 and other European Union Employment Directives, such as that covering age.

Delivery of Services

Leicestershire County Council will ensure that all services are provided fairly and without discrimination. Reasonable adjustments will be made so that services are accessible to everyone who needs them. People's cultural and language needs will be recognised and services will be provided which are appropriate to these needs.

The County Council will monitor the take up of services from different sections of the Leicestershire population. The information collected will be used to inform service planning and delivery. Equalities impact assessments (EIAs) will also be carried out on Council services to assess how services are provided to different sections of the community. The results of the EIAs will highlight areas for improvement, which will be dealt with through service plans.

Before awarding contracts enquiries will be made of potential contractors about their equalities policies and practices. Contract documents will contain terms requiring contractors to comply with their statutory equality obligations and the Council's equalities policies and practices.

Voluntary sector organisations grant aided by the County Council will be expected to have equal opportunities policies and procedures covering employment and service delivery. They will be expected to comply with their statutory equality obligations, the Council's equalities policies and practices.

The County Council takes complaints seriously. Members of the public, including job seekers, who feel they have been unfairly treated, have the right to use the County Council's complaints procedure.

Employment

The County Council will work towards creating a workforce which reflects Leicestershire's diverse population. It will ensure that no-one is unfairly discriminated against when applying for a job or during the course of their employment with the Council.

All employees have equal access to training and career development regardless of any of the considerations mentioned above. The training needs of particular groups of employees who are under-represented in specific occupations and management posts will receive positive attention.

Comprehensive monitoring of the workforce and job applicants by ethnic origin, gender and disability is undertaken and is published. Where required, we will consider introduction of monitoring in other equalities areas. The purpose of monitoring is to evaluate the effectiveness of the Equal Opportunities Policy and take action where evidence shows unfair treatment or where particular communities are not adequately reflected within the workforce.

An employee who has a concern regarding unfair discrimination or harassment at work may use one of the County Council's formal procedures e.g. grievance, bullying and harassment. This does not affect an employee's right of reference to an employment tribunal within the statutory time limits.

Responsibilities of all County Council Employees

The County Council requires all its employees to behave in ways that promote equality and are non-racist, non-sexist and generally non-discriminatory. This applies to the way they behave to members of the public in the delivery of services and to other employees in the course of their work.

Employees should participate actively in measures introduced by the County Council to ensure that there is equality of opportunity and non-discrimination. Employees should also draw the attention of management to alleged unlawful or unfair discriminatory acts or practices.

Should employees, through the course of their employment, be found to have caused or encouraged discrimination, this will be regarded as a particularly serious offence, rendering them liable to disciplinary action.

4. OUR COMMITMENT

Leicestershire County Council has a strong commitment to address equalities and diversity issues in all areas of its work and influence. It has set itself ambitious equalities and diversity targets. These targets will help to drive through real improvements in the quality of services to all Leicestershire people. It will also ensure that diversity is recognised as a real asset for those working for the Council as well as the people who live in and around Leicestershire.

The Equality Standard for Local Government

In order to achieve its overall commitment to equalities and diversity, the County Council has adopted the Equality Standard for Local Government. The Equality Standard has been produced to provide a framework through which local authorities can meet their legal obligations under anti-discrimination legislation. It has five levels of achievement:

Level 1 Commitment to a comprehensive Equality Policy

Level 2 Assessment and consultation

Level 3 Setting equality objectives and targets

Level 4 Information systems and monitoring against equality targets

Level 5 Achieving and reviewing outcomes

The Standard is also designed to help mainstream equalities into the day to day activities of councils. Leicestershire County Council has set a target to achieve level 5 (the highest level of the Standard) by 2007. The action plan in this Corporate Equality Plan sets out how we will do this. The action plan includes key activities and measurements between 2004 and 2007 that will guide the Council through the different levels of the Standard by working to achieve 4 key objectives:

A	To show effective leadership and commitment in delivering equality of opportunity and tackling discrimination in its various forms (e.g. race, gender, disability, religion or belief, age and sexuality)
B	To carry out equality impact assessments across County Council services, establish consultation, scrutiny and audit arrangements, and take action on the results of assessments and consultation.
C	To improve the equality of access to goods, facilities and services in the areas of race, religion or belief, disability, gender, age and sexuality
D	To improve the County Council's management of diversity issues in order to maximise the potential of employees, ensure it reflects all sections of the community within its workforce, improve the access to

	and delivery of services and to raise the profile of the authority as an outstanding Equalities employer
--	--

To get to the higher levels of the Standard we have to build the foundations for our equalities work. The following examples of commitments and work already undertaken will assist the County Council in achieving Level 1 of the Standard by early 2005:

A. Leadership and Commitment

- ▶ A Cabinet Lead on Equalities has been appointed
- ▶ A Corporate Equalities Board has been established, attended by senior managers and chaired by the Director of Social Services
- ▶ A corporate equalities and diversity budget has been created.
- ▶ Corporate and departmental equalities groups have been formed.
- ▶ Disability audits of services have resulted in action plans being developed.
- ▶ The publication of the Race Equality Scheme with commitments to carry out Race Equality Impact Assessments.

B. Consultation and Community Development and Scrutiny

- ▶ A consultation toolkit which gives advice on consulting hard to reach groups (e.g. disabled people, ethnic minority communities, young people) is available for use by services.
- ▶ Consultation standards have been adopted which include a commitment to consulting different sections of the community on policy and service delivery issues.
- ▶ Leicestershire Together (the Leicestershire Local Strategic Partnership) has commissioned two Citizens Juries (disabled people and ethnic minority communities) to feed into the development of the Community Strategy.
- ▶ Each department and service area are committed to contributing to the consultation and scrutiny element of this Plan implemented through the performance management framework of the Council.
- ▶ The action plan in this Plan sets out in detail how we will carry out our commitment to equality self assessment, scrutiny and audit processes.
- ▶ The Council has established mechanisms for responding to harassment on the grounds of race, gender, disability, sexuality and religion or belief and will review its policy and procedures.

C. Service Delivery and Customer Care

- ▶ Departments and service areas are implementing actions on equality impact assessments contained in the Race Equality Scheme.
- ▶ A comprehensive ongoing programme of disability access audits is in place. Other equalities issues will be considered as part of a rolling programme of carrying out equalities impact assessments.
- ▶ Departmental and service plans for 2005/06 will include equalities objectives and targets linked to the Corporate Equality Plan which will lead to improvements in the equality of access to services.

- ▶ Equality action planning and equality target setting within all departments and service areas will be achieved through the integration of equalities within the performance management systems of the Council.
- ▶ Departments and service areas have committed some specific resources for improving equality practice. Additional resources will be identified through the service planning process.

D. Employment and Training

- ▶ The Council has designed recruitment procedures and practice guidance, which are non-discriminatory. These have been reviewed and changes will be implemented by May 2005.
- ▶ Work will be started to carry out an employment equality assessment of the Local Labour Market Area and the equal pay review. Work has begun on workforce profiling which will feed into target setting and service planning.
- ▶ A pay and benefits policy was adopted in August 2004.
- ▶ The Council will adopt procedures to ensure that publicity for vacancies does not unfairly restrict the range of applicants, e.g. a new website was launched with downloadable packs and a dedicated area for disabled applicants.
- ▶ The HR information system is capable of capturing equalities monitoring information. The first full publication of employee monitoring information under the Race Equality Scheme was in May 2004. Other equalities monitoring information will be published in May 2005.
- ▶ A prioritised programme for the review of employment procedures is being prepared. One of its aims is to ensure that the procedures are consistent with employment Equality Codes of Practice.
- ▶ An equalities and diversity training and development strategy has been produced.

5. OUR PRIORITIES

In November 2001 the County Council published its Medium Term Corporate Strategy. This set out nine objectives for the life of the Council and, under each of these, a range of individual issues of importance which the Council wished to address.

A review of the Strategy was held in 2003 and was used as an opportunity to focus on those issues that the Council considers to be a high priority for further development. The Council approved the revised Strategy in July 2003.

The corporate objectives in the Medium Term Corporate Strategy are:

- ▶ Working with Partners to Deliver Quality and Responsive Services
- ▶ Achieving Excellence in Education and Learning
- ▶ Improving Social Care and Support for Vulnerable People
- ▶ Creating a Better Transport System
- ▶ Rising to the Challenge on Waste
- ▶ Seeking a Safer County

Vision

The Strategy sets out the Council's vision:

“ We will listen to the views of Leicestershire people and, by working with them, ensure they enjoy the quality of life which they expect: to live in a County which is safe, healthy, attractive and prosperous”

To achieve this vision the Council has made commitments to:

Promote equality – “We will work to reduce disadvantages, discrimination, and inequalities of opportunity, and promote diversity in terms of the people we serve, our workforce, the partners we work with and the services we deliver”

Support a highly motivated, well trained workforce to deliver clearly defined service targets – “We recognise the importance of equipping the County Council's workforce with the skills to meet the challenges of delivering high quality services”

The top level priority for equalities is to reach level 5 of the Equality Standard by 2007. All of the priorities listed in the Medium Term Corporate Strategy will in one way or another have equalities implications. The Equality Standard will enable service areas to examine their priorities in relation to equalities and the impact of the service on different sections of the community.

The following priorities have been identified for particular attention in order to progress smoothly through the different levels of the Equality Standard:

- ▶ To provide generic Equalities training to members, managers and staff.
- ▶ To carry out equalities impact assessments of services.
- ▶ To consult, wherever appropriate, key stake holders such as the public, people who access services and staff, from all sections of the community, on their experience of receiving services.
- ▶ To integrate equalities into the performance management framework of the Council, including setting equalities objectives and targets within service plans.
- ▶ To develop effective equalities monitoring systems across County Council services.
- ▶ To review the Race Equality Scheme.
- ▶ To produce a Disability Equality Scheme.
- ▶ To ensure that gender issues are given sufficient attention alongside the areas of race and disability.
- ▶ To ensure compliance with the Employment Equality Regulations on sexuality, and religion or belief and the EU Employment Directive on age

6. THE CORPORATE EQUALITY ACTION PLAN (2004 – 2007)

The action plan:

- ▶ Sets out the corporate equalities objectives and corresponding action areas.
- ▶ Identifies who will be responsible for delivering on the action areas.
- ▶ Identifies the resources committed for implementation.
- ▶ Provides a clear timetable for implementation.
- ▶ Specifies how we will measure performance.

The purpose of the action plan is to:

- ▶ Set out in detail how the County Council will achieve its target of reaching level 5 of the Equality Standard by 2007.
- ▶ Integrate equalities into the performance management framework of the council.
- ▶ Outline the process for self-assessment, scrutiny and consultation.

Progress will be reviewed and reported on each year and, where necessary, revisions made to the action plan.

Corporate Equality Action Plan 2004 – 2007

Year 1 (2004/05) Achievement of levels 1 and 2 of the Equality Standard

Objective A: To show effective leadership and commitment in delivering equality of opportunity and tackling discrimination in its various forms (e.g. race, gender, disability, religion or belief, age and sexuality)

Action	Responsibility	End Date	Performance Measure
1. Consult key stakeholders on the draft CEP and incorporate feedback into the final version and publish	Head of Partnerships and Diversity	March 2005	BVPI 2a - Equality Standard, achievement of Level 1.
2. Incorporate equalities objectives and targets in line with the CEP within all service plans	Chief Officers Heads of Service	March 2005	Production of assessment report
3. Report to the Equalities Board with assessment of the equality objectives and targets included in departmental service plans	Head of Partnerships and Diversity	May 2005	See 2. above.
4. Review mechanisms for responding to harassment, in service delivery and employment, in relation to race, disability, gender, sexuality, religion or belief and age	Head of Human Resources	September 2005	Production of review report
5. Review the equality content of the draft revised Community Strategy.	Equalities Board Chief Executive Leicestershire Together Board	December 2004	Evaluation recommendations incorporated into final Community Strategy

Year 1 (2004/05) Achievement of levels 1 and 2 of the Equality Standard

Objective B: To carry out equality impact assessments across County Council services, establish consultation, scrutiny and audit arrangements, and take action on the results of assessments and consultation.

Action	Responsibility	End Date	Performance Measure
6. Ensure that all aspects of equality policies (including the CEP) have been subject to consultation with Members, black workers and disabled workers groups, unions, and where relevant organisations/groups representing race equality, disability, gender, religion or belief, age and sexuality	Head of Partnerships and Diversity (for CEP) Heads of Service (service related policies)	March 2005/ongoing	Evidence of consultation available.
7. Produce a timetable for the completion of equality impact assessments	Equalities Board Head of Partnerships and Diversity	March 2005	Production of timetabled programme
8. All service areas to carry out equality impact assessments for race, gender and disability, in line with the corporate guidance issued in July 2004	Assistant Directors Heads of Service	September 2005	Evidence of equality impact assessments available.
9. Each department or service area to make appropriate arrangements for consultation and scrutiny as part of their equality impact assessments process	Heads of Service	September 2005	Evidence of arrangements made for consultation is available.
10. Set up an Auditing and Validation Group with external partners and relevant staff representing issues on race, gender and disability	Equalities Board Head of Partnerships and Diversity	October 2005	Equality Standard Auditing and Validation group established.

Year 1 (2004/05) Achievement of levels 1 and 2 of the Equality Standard

Objective C: To improve the equality of access to goods, facilities and services in the areas of race, religion or belief, disability, gender, age and sexuality

Action	Responsibility	End Date	Performance Measure
11. Carry out an equality audit and validation exercise to confirm achievement of level 2 of the Equality Standard	Equality Standard Auditing and Validation Group	November 2005	BV 2a, achievement of level 2 of the Equality Standard BV2b, The duty to promote race equality.
12. Ensure that the outcomes of equality impact assessments are fed into service plans and lead to the development of equality action plans	Assistant Directors Heads of Service	October 2005	All service plans contain equality objectives and targets. Examples of action plans available
13. Ensure that the equality impact assessment process includes procurement and partnership arrangements and contracted services	Assistant Directors Heads of Service	September 2005	Examples of equality impact assessments, which demonstrate that procurement and partnership arrangements have been considered.
14. Service areas to develop plans to introduce equality monitoring in relation to race, gender and disability and where appropriate age, religion and sexuality.	Assistant Directors	March 2005	Example of plans produced.
Produce corporate guidance to assist with this process	Head of Partnerships and Diversity	December 2004	Production of Guidance.

Year 1 (2004/05) Achievement of levels 1 and 2 of the Equality Standard

Objective D: To improve the County Council's management of diversity issues in order to maximise the potential of employees, ensure it reflects all sections of the community within its workforce, improve the access to and delivery of services and to raise the profile of the authority as an outstanding Equalities employer

Action	Responsibility	End Date	Performance Measure
15. Implement the equality training strategy for Members and staff at all levels	Head of Human Resources Head of Democratic Services	September 2005 (first phase) with ongoing programme	% of staff trained. % of members trained. Examples of anonymised, randomly selected, PDRs that address equalities
16. Commence an equal pay review following the completion of the job evaluation process	Head of Human Resources	December 2005 (commencement), December 2006 (end)	Production of a timetable for the equal pay review.
17. Produce and publish an analysis of the workforce by race, gender and disability.	Head of Human Resources	November 2004 (for race), February 2005 (for disability and gender)	Production and publication of analysis.
18. Engage in employment equality assessment of the Local Labour Market Area	Head of Human Resources	June 2005	Evidence that LLMA assessment has started.
19. Review the diversity (fair employment) section of the Human Resources strategy	Head of Human Resources	June 2005	Production of report with review recommendations.
20. Review and/or adopt procedures to ensure that publicity for job vacancies does not unfairly restrict the range of applicants	Head of Human Resources	March 2005	Modified procedures in place.

Year 1 (2004/05) Achievement of levels 1 and 2 of the Equality Standard

Objective D: To improve the County Council's management of diversity issues in order to maximise the potential of employees, ensure it reflects all sections of the community within its workforce, improve the access to and delivery of services and to raise the profile of the authority as an outstanding Equalities employer

Action	Responsibility	End Date	Performance Measure
21. Modify application forms and job descriptions as recommended by the Job Centre Plus review	Head of Human Resources	May 2005	Application forms and job descriptions modified.
22. Ensure the "Trent" and EMS personnel systems captures priority equality data, and have in place a timetable for capturing missing information for these priority areas	Head of Human Resources	March 2005	Personnel information system Implementation plan produced.
23. Using a prioritised timetable, review all employment policies and procedures, to ensure they are consistent with current legislation and all relevant employment Codes of Practice	Head of Human Resources	January 2005 (commencement to June 2007 (end))	Employment policies and procedures modified in light of recommendations from review.

Corporate Equality Action Plan 2004 – 2007

Years 2 and 3 (2005/07): achievement of levels 3, 4 and 5 of the Equality Standard

Objective A: To provide effective leadership and commitment in delivering equality of opportunity and tackling discrimination in its various forms (e.g. race, gender, disability, religion or belief, age and sexuality)

Action	Responsibility	End Date	Performance Measure
24. Service areas to set equalities targets using equalities monitoring data in the areas of race, gender and disability (as a minimum) within service plans	Assistant Directors Heads of Service	January 2006	Examples of service plans incorporating equality targets based on equality monitoring data (BV2a: level 3; BV 2b, The duty to promote race equality)
25. All contracts to include a clause requiring agencies to deliver services in an appropriate and effective way, fairly and without unlawful discrimination. Ensure that procurement management mechanisms monitor whether suppliers are meeting their equality targets and take appropriate action where necessary in accordance with procurement procedures	Client Officers Procurement Group	November 2005	Equalities procurement management systems in place to monitor compliance and take necessary action for non-compliance (BV2a: level 3; BV2b Duty to promote race equality)
26. Service level equality action plans incorporate relevant performance indicators	Heads of Service	February 2006	Examples of equality action plans with relevant equality performance indicators (BV2a: level 3)
27. Seek Departmental Management Teams and Member approval for equality action plans, ensuring that they are linked to the Best Value process and where appropriate action on targets has begun	Heads of Service	March 2006	Examples of SMART equality action plans produced and endorsed by Departmental Management Teams and Members (BV2a: level 3)

Years 2 and 3 (2005/07): achievement of levels 3, 4 and 5 of the Equality Standard

Objective A: To provide effective leadership and commitment in delivering equality of opportunity and tackling discrimination in its various forms (e.g. race, gender, disability, religion or belief, age and sexuality)

Action	Responsibility	End Date	Performance Measure
28. Auditing and Validation group to review adequacy of monitoring reports and systems and the effectiveness of equality action plans	Auditing and Validation Group	January 2007	BV2a, achievement of level 4 BV2b Duty to promote race equality
29. Reports reviewing progress on equalities objectives and targets with recommendations to Cabinet and Scrutiny Commission	Head of Partnerships and Diversity	December 2005, 2006 and 2007	As 28 above
30. Show demonstrable progress against equality targets and how these have been reviewed for future action planning, including a review of the CEP. Performance to be benchmarked against other authorities and good practice shared	Equalities Board Chief Officers and Members	December 2005, 2006 and 2007	BV2a, achievement of level 5 BV2b, Duty to promote race equality

Years 2 and 3 (2005/07): achievement of levels 3, 4 and 5 of the Equality Standard

Objective B: To carry out equality impact assessments across County Council services, establish consultation, scrutiny and audit arrangements, and take action on the results of assessments and consultation

Action	Responsibility	End Date	Performance Measure
31. Consult service users, staff and key stakeholders on service and employment equality action plans.	Heads of Service	June 2006	% of action plans consulted upon (BV2a: level 3)
32. Ensure that language provision and accessibility issues are addressed for individuals and groups involved in consultation and scrutiny, such as people from ethnic minority communities and disabled people	Heads of Service Equalities Board	Ongoing	Evidence of where language provision and access needs have been met (BV2a, level 3; BV2b Duty to promote race equality)
33. Ensure that the EIA process informs the setting of equality objectives and targets within service plans. Recognise barriers to accessing services, and set targets which guarantee reasonable adjustments in removing attitudinal or physical obstacles	Heads of Service	March 2006	Evidence of equality objectives and targets set within service plans as a direct result of the EIA process (BV2a, level 3)
34. Set up and implement mechanisms for reviewing progress against equality action plans, targets and the collection of information through equalities monitoring of services. Review to include processes for consultation and scrutiny and reporting progress to Directors, Members and other relevant groups	Equalities Board Heads of Service	March 2007	BV2a, achievement of level 4 of the Equality Standard BV2b Duty to promote race equality

Years 2 and 3 (2005/07): achievement of levels 3, 4 and 5 of the Equality Standard

Objective B: To carry out equality impact assessments across County Council services, establish consultation, scrutiny and audit arrangements, and take action on the results of assessments and consultation

Action	Responsibility	End Date	Performance Measure
35. Carry out an audit and validation process to confirm achievement of levels 3 and 4 of the Equality Standard	Equalities Board Audit and Validation Group	May 2007	Confirmation of achievement of level 4 of the Equality Standard.
36. Demonstrate increased involvement of service users, staff and stakeholders and positive feedback from consultation on targets and progress reports. Feedback identifies service user satisfaction with services which meet their needs	Equalities Board Heads of Service	December 2007	BV2a, achievement of level 5 BV2b, Duty to promote race equality
37. Carry out a review of the consultation, assessment and scrutiny elements of the CEP. Practice is benchmarked against comparable others and the experience is shared with others to develop good practice	Equalities Board	December 2007	As 36 above
38. Carry out an audit and validation process to confirm achievement of level 5 of the Equality Standard	Audit and Validation Group	December 2007	As 36 above

Years 2 and 3 (2005/07): achievement of levels 3, 4 and 5 of the Equality Standard

Objective C: To improve the equality of access to goods, facilities and services in the areas of race, religion or belief, disability, gender, age and sexuality

Action	Responsibility	End Date	Performance Measure
39. All departments to have established structures of responsibility to implement equality action plans, e.g. equality groups chaired by a senior officer	Chief Officers	October 2005	Departmental structures in place (BV2a, level 3)
40. Ensure that equality action plans include resource allocation and a timetable for creating/adapting monitoring systems	Chief Officers Heads of Service	March 2006	Examples of SMART equality action plans produced (BV2a, level 3)
41. All services can demonstrate they have effective monitoring procedures in place (including those for contracted out services), and are producing regular analytical reports	Heads of Service	December 2006	BV2a, achievement of level 4 of the Equality Standard.
42. Use monitoring to assess achievements against targets set out in action plans and feed back results into policy review, targeting and revised action plans	Heads of Service	March 2007	BV2a, achievement of level 4 of the Equality Standard.
43. Demonstrate that real progress has been made in achieving equality in service delivery. Information from monitoring reports and other sources provide an accurate account of successful achievement against targets. Accurate service user profiles are being used to inform service improvements	Equalities Board, Chief Officers & Members	December 2007	BV2a, achievement of level 5 of the Equality Standard.

Years 2 and 3 (2005/07): achievement of levels 3, 4 and 5 of the Equality Standard

Objective C: To improve the equality of access to goods, facilities and services in the areas of race, religion or belief, disability, gender, age and sexuality

Action	Responsibility	End Date	Performance Measure
44. Managers appraised against service equality targets	Chief Officers Heads of Service	December 2007	BV2a, achievement of level 5 of the Equality Standard.
45. Effective systems established for managing equality across contracts and partnerships	Procurement Group Chief Officers Head of Partnerships and Diversity	June 2007	BV2a, achievement of level 5 of the Equality Standard.

Years 2 and 3 (2005/07): achievement of levels 3, 4 and 5 of the Equality Standard

Objective D: To improve the County Council's management of diversity issues in order to maximise the potential of employees, ensure it reflects all sections of the community within its workforce, improve the access to and delivery of services and to raise the profile of the authority as an outstanding Equalities employer

Action	Responsibility	End Date	Performance Measure
46. Set equality employment targets for recruitment, staff retention, workforce profiles	Chief Officers Head of Human Resources Heads of Service	December 2005	Targets set within service plans (BV2a, level 3) BV2b, The duty to promote race equality BV11 Percentage of the top 5% of earners that are a) women b) minority ethnic staff BV17 The percentage of local authority employees from minority ethnic communities compared with the percentage of the economically active minority ethnic community population in the authority area. BV16a Employees declaring that they meet the DDA disability definition as a percentage of the total workforce
47. Conduct an equal pay review/audit and plan for an equal pay adjustment	Head of Human Resources	December 2006	Production of timetabled plan for making adjustments (BV2a, level 3)

Years 2 and 3 (2005/07): achievement of levels 3, 4 and 5 of the Equality Standard

Objective D: To improve the County Council's management of diversity issues in order to maximise the potential of employees, ensure it reflects all sections of the community within its workforce, improve the access to and delivery of services and to raise the profile of the authority as an outstanding Equalities employer

Action	Responsibility	End Date	Performance Measure
48. Ensure that staff and Members are aware of and trained on equality action plans and the implication for services and employment, ensuring that training is in line with the Race Equality Scheme and legal developments. Specific training provided to staff responsible for recruitment and Members on Employment Committee	Head of Human Resources Head of Democratic Services	March 2006	% of staff trained. Circulation of relevant equalities information to all staff and Members (BV2a, level 3, BV2b, Race Equality Scheme)
49. Ensure that all managers are trained on the implementation of the Equality Standard with contractors and partners	Procurement Group	May 2006	% of managers trained on equalities and procurement issues (BV2a, level 3)
50. Start action on all employment and equal pay targets	Head of Human Resources	July 2006	BV2a, achievement of level 3 of the Equality Standard. BV2b, The duty to promote race equality

Years 2 and 3 (2005/07): achievement of levels 3, 4 and 5 of the Equality Standard

Objective D: To improve the County Council's management of diversity issues in order to maximise the potential of employees, ensure it reflects all sections of the community within its workforce, improve the access to and delivery of services and to raise the profile of the authority as an outstanding Equalities employer

Action	Responsibility	End Date	Performance Measure
51. Use existing or adapted personnel information systems to provide equality data relating to human resource targets (recruitment, promotion, training, grievances, disciplinary action, appraisal, dismissal and other reasons for leaving)	Head of Human Resources	March 2007	BV2a, achievement of level 4 of the Equality Standard. BV2b, The duty to promote race equality BV11a Percentage of the top 5% of earners that are a) women b) minority ethnic staff BV17 The percentage of local authority employees from minority ethnic communities compared with the percentage of the economically active minority ethnic community population in the authority area. BV16a Employees declaring that they meet the DDA disability definition as a percentage of the total workforce
52. Use equalities monitoring data to assess all personnel procedures, produce regular monitoring reports for consultation and scrutiny, use data to assess staff leaving rates and whether the employment profiles reflects the local labour market.	Head of Human Resources	March 2007	As 51 above

Years 2 and 3 (2005/07): achievement of levels 3, 4 and 5 of the Equality Standard

Objective D: To improve the County Council's management of diversity issues in order to maximise the potential of employees, ensure it reflects all sections of the community within its workforce, improve the access to and delivery of services and to raise the profile of the authority as an outstanding Equalities employer

Action	Responsibility	End Date	Performance Measure
53. Report progress on employment targets to Chief Officers and Members, and relevant consultation and scrutiny groups. Also produce report on the pay review/audit and actions taken.	Head of Human Resources	March 2007	BV2a, achievement of level 4 of the Equality Standard. BV2b, The duty to promote race equality
54. Ensure that the training needs of staff are appropriately met. Take-up rates are monitored by race, gender and disability, and a skills/qualifications audit is conducted	Head of Human Resources	March 2007	BV2a, achievement of level 4 of the Equality Standard. BV2b, The duty to promote race equality
55. Demonstrate movement towards greater equality in the workforce profile and other employment targets	Head of Human Resources	December 2007	As 51 above
56. Demonstrate that staff are being paid equally for work of equal value.	Head of Human Resources	December 2007	BV2a, achievement of level 5 of the Equality Standard.
57. Complete human resource assessment of results of equal employment and equal pay target achievement, and, assessment of target relevance	Head of Human Resources	December 2007	BV2a, achievement of level 5 of the Equality Standard.

Years 2 and 3 (2005/07): achievement of levels 3, 4 and 5 of the Equality Standard

Objective D: To improve the County Council's management of diversity issues in order to maximise the potential of employees, ensure it reflects all sections of the community within its workforce, improve the access to and delivery of services and to raise the profile of the authority as an outstanding Equalities employer

Action	Responsibility	End Date	Performance Measure
58. Demonstrate that managers and key employees are fully trained in the systems for delivering the full range of employment and equal pay objectives	Head of Human Resources Heads of Service	December 2007	BV2a, achievement of level 5 of the Equality Standard.
59. Managers can demonstrate that equal pay and employment objectives are mainstreamed as part of their professional practice. Managers have been appraised against equality targets	Head of Human Resources Chief Officers/Assistant Directors	December 2007	BV2a, achievement of level 5 of the Equality Standard.
60. Benchmark a full range of equality achievements against other authorities	Head of Human Resources Chief Officers/Assistant Directors	December 2007	BV2a, achievement of level 5 of the Equality Standard.