

Leicester  
City Council

WARDS AFFECTED: All wards

RESOURCES, AND EQUAL OPPORTUNITIES  
SCRUTINY COMMITTEE

22 September 2005

CABINET

26 September 2005

---

## CORPORATE EQUALITY STRATEGY AND ACTION PLAN

---

### Report of the Service Director (Human Resources & Equalities)

#### 1. Purpose of Report

- 1.1 To seek Member agreement to the updated version of the Corporate Equality Strategy and Action Plan, covering the period 2004-2007.

#### 2. Summary

- 2.1 The Corporate Equality Strategy and Action Plan has been revised to reflect: feedback from internal and external consultation on the Council's performance as an equal opportunities organisation; validation findings arising from the Council's achievement of Level Three of the Equality Standard for Local Government; and an assessment of the original Corporate Equality Strategy and Action Plan.
- 2.2 The Corporate Equality Strategy and Action Plan sets out the Council's commitment to the promotion of equal opportunities as an employer and as a service provider. It sets out the corporate policy framework for departments to follow, thereby ensuring a consistent approach to promoting equality in service delivery and employment across the Council as a whole. The strategy and action plan incorporates the range of equality areas the Council is required to address: race, gender, disability, age, religion and belief, and sexual orientation.
- 2.3 The strategy and action plan is structured as follows:

##### ***Foreword and Executive Summary***

The foreword will be signed by the leaders of all the Council's political parties to reflect general endorsement of the strategy as well as by the Chief Executive.

##### ***The Strategy***

This section states the Council's commitment to and strategic aims for equality, the statutory framework setting out the Council's statutory obligations for promoting equal opportunities, and priorities for improvement within the Council.

### ***The Context for the strategy***

This provides a demographic overview of Leicester's population and the Council's organisational mechanisms for delivering its equality agenda.

### ***The Action Plan***

This covers the various actions that will be undertaken to meet the Council's strategic aims for equality.

A set of appendices has also been produced to provide evidence supporting the Council's approach to the development of its equality strategy and action plan.

- 2.4 Corporate Equality Strategy Group (CESG) are responsible for the corporate overview of equalities work across the Council. Its members are service directors from each department supported by departmental equality officers. Achievements against the Corporate Equality Strategy and Action Plan will be monitored by CESG as stated in the action plan and reported to Members. CESG are also responsible for ensuring co-ordination between the work undertaken as part of the Corporate Equality Strategy and Action Plan with the Equality Standard Project Plan.

## **3. Recommendations**

- 3.1 Members are recommended to agree to the contents of the revised Corporate Equality Strategy and Action Plan.

## **4. Financial & Legal Implications**

There are no specific financial implications arising from this report. The costs (if any) of any initiatives undertaken or proposed by Departments will be expected to be met either from existing resources or from additional requirements identified through the revenue or capital budget strategies.

(Author: Andy Morley; Chief Accountant; RAD)

The legal position is summarised in the report.  
(Author; Peter Nicholls, Head of Legal Services, RAD)

## **5. Other Implications**

OTHER IMPLICATIONS	YES/NO	PARAGRAPH REFERENCES WITHIN SUPPORTING PAPERS
Equal Opportunities	Yes	The entire report.
Policy		The entire report.
Sustainable and Environmental		Not directly relevant.
Crime and Disorder		Not directly relevant.
Human Rights Act		Underlies the premise of equal opportunities.
Older People on Low Income		Age is identified as an equality area

covered by the revised policy.

## Risk Assessment Matrix

<b>Risk</b>	<b>Likelihood L/M/H</b>	<b>Severity Impact L/M/H</b>	<b>Control Actions</b>
Non-compliance with statutory requirements to promote equal opportunity	Low	Medium/High – non-compliance would adversely affect the Council’s CPA rating; non-compliance with Race Relations Amendment Act would involve legal sanction by the Commission for Racial Equality.	Corporate Equality Strategy Group to monitor the Council’s compliance with equalities legislation in conjunction with monitoring the implementation of the Corporate Equality Strategy and Action Plan.

L - Low

M - Medium

H - High

L - Low

M - Medium

H - High

## 6. Background Papers – Local Government Act 1972

2003 Corporate Equality Strategy and Action Plan

2004-2007 Race Equality Scheme

Formal Assessment and Validation of Leicester City Council at Level 3 of the Equality Standard for Local Government (December 04)

## 7. Consultations

### Consultees

Development of approach: internal and external consultation summarised in an appendix to the strategy.

Drafts of revised strategy: external consultation (consultees included above)

Internal consultation (departmental equality officers)

Corporate Equality Strategy Group

### Date Consulted

December

03/March 04

August & October 04

August 04 & May 05

18 April 05

## 8. Report Author: Irene Kszyk, Policy Officer, Extension number: 7164

Email address: [Irene.Kszyk@leicester.gov.uk](mailto:Irene.Kszyk@leicester.gov.uk)

### DECISION STATUS

<b>Key Decision</b>	No
<b>Reason</b>	N/A
<b>Appeared in Forward Plan</b>	N/A
<b>Executive or Council Decision</b>	Executive (Cabinet):

**Leicester City Council's**

**CORPORATE EQUALITY  
STRATEGY 2004-2007**



**Leicester  
City Council**

# Corporate Equality Strategy and Action Plan 2004-2007

## Table of Contents

	<b>Page</b>
Foreword	4
Executive Summary	5
 <b>Part 1: The Strategy</b>	
1. Introduction	8
2. The Council's commitment to equality	8
3. The importance of community cohesion	9
4. Statutory framework for equal opportunities	9
5. Priorities for improvement	10
6. Strategic aims for equality	13
 <b>Part 2: The context</b>	
1. Leicester's diverse population	13
2. The Council's strategic framework	15
 <b>Part 3: The Action Plan</b>	
1. Communicating the Corporate Equality Strategy	18
2. Putting the Strategy into practice	19

## **Appendices for the Corporate Equality Strategy and Action Plan**

Appendix 1	Council's functions and strategies
Appendix 2	Assessment of first Corporate Equality Strategy and Action Plan
Appendix 3	Consultation findings
Appendix 4	List of Equality Impact Assessments
Appendix 5	Services for Asylum Seekers and Gypsies & Travellers
Appendix 6	Performance in achieving a Representative Workforce
Appendix 7	2003 Best Value Performance Indicator Customer Satisfaction Survey

## Foreword

We are proud of Leicester's diverse population. Councillors and officers share a commitment to ensure that we provide the community leadership and Council services required to improve the quality of life for people in this city. A commitment to equality underpins this approach. This document outlines how we go about promoting equality and our key priorities for improvement over the next few years.

The Corporate Equality Strategy and Action Plan is based on what people told us was working well and what we could improve as an employer and as a service provider. We consulted with employees as well as individuals from different communities and groups of people in the city. The aim of this strategy is to ensure that we have a consistent, high, corporate equality standard across the Council as a whole. We will work towards meeting the needs and working with the people of Leicester. We cannot do this by ourselves and will work jointly with community, voluntary and business groups to achieve the aims of this strategy. We are one of a small number of Councils that have achieved external accreditation of our Equality Standard and we are working towards more rigorous accreditation levels in the future.

We have a duty to ensure that the Council carries out its statutory responsibilities to promote equality of opportunity. But our duty extends beyond this to supporting the development of the city's social, cultural and economic diversity. If you are interested in our other strategies that set out the work we undertake, they are found on the Council's internet site ([www.leicester.gov.uk](http://www.leicester.gov.uk)). One of the targets for improvement is opening up the Council's performance on equality matters to public scrutiny. We hope that you will feed back to us where you think we have good practice and where you think we should improve.

Councillor Roger Blackmore, Council Leader and Leader of the Liberal Democrat Group

Councillor Roman Scuplak, Deputy Leader and Leader of the Conservative Group

Councillor Ross Willmott, Leader of the Labour Group

Rodney Green, Chief Executive

# Executive Summary

## Part 1: The Strategy

1. This is Leicester City Council's second Corporate Equality Strategy and Action Plan. In order to ensure that we are providing relevant and needed services, it is important that the Council periodically reviews its strategic policies. The revised strategy takes into account the Council's progress in achieving the Equality Standard for Local Government, as well as feedback from internal and external stakeholders (staff, service users, community groups, etc.) on what works well and what needs to improve in the way the Council achieves equal opportunities and the elimination of discrimination. The strategy builds upon the equalities work being undertaken within departments, as reflected in departmental equalities plans, with the aim of sharing and implementing best practice across all departments.
2. Leicester City Council continues its commitment to equality of opportunity and the elimination of discrimination for all people regardless of age, colour, disability, ethnic or national origin, gender, marital status, race, religion and religious belief, sexuality, or trade union membership. We are committed to promoting equality in respect of our role as a service provider, our role as an employer, and our role as community leaders.
3. The Corporate Equality Strategy sits alongside the Community Cohesion Strategy developed by the Council in conjunction with Leicester Partnership. Equalities, as exemplified in this strategy, underpins the development of community cohesion. It is important to recognise the different issues in achieving equality and in achieving community cohesion and how to manage them, in order to achieve the aims of both.
4. The Government and the European Union have put in place legislation and directives to ensure that particular activities are not carried out in a discriminatory manner. The Council is committed to meeting as a minimum standard the requirements specified in legislation and will ensure that current equality practice is appropriate to these requirements.
5. The strategy identifies priorities for improvement based on an assessment of the first Corporate Equality Strategy, stakeholder feedback arising from a number of consultation events on the Council's performance in promoting equality, and from validation of the Council's achieving Level Three of the Equality Standard for Local Government. The main priorities for improvement are:
  - adopting a corporate approach to equalities implementation based on departmental best practice
  - providing better customer care (how we interact with our service users), with a consistent approach across all services
  - reviewing equality training for staff and implementation of Human Resources equality procedures



- additional monitoring of equality performance targets and impact of services and policies on service users (arising from Equality Impact Assessments)
  - expanded scrutiny of the Council's performance against equality targets to include external stakeholders
  - improving communication with the Council's service users and Leicester's communities about its strategic aims for equality (see next section) and its performance in achieving these aims.
6. On the basis of the Council's statutory obligations and the areas for improvement identified above, the Council's strategic aims for equality are:
- To continue to effectively meet the Council's statutory obligations for the promotion of equal opportunities and the elimination of discrimination in employment and service provision.
  - To continue working towards the achievement of the Equality Standard for Local Government.
  - To adopt corporate standards for the promotion of equal opportunities by all Councillors and staff based on current best practice for service provision within departments.
  - To continuously improve provision of services to all its customers through customer feedback on equality performance and the implementation of corporate equality standards.
  - To continue to aim for a representative workforce across all levels of the organisation.
  - To welcome and encourage ongoing scrutiny of Council performance in achieving equal opportunities as a service provider and employer, internally through officer and Member structures identified in the strategy, and externally through the publication of performance information and the establishment of a stakeholder scrutiny group.

## **Part 2: The context**

7. Leicester is a city with a very diverse population, home to a large number of people from a wide range of backgrounds as evidenced by a range of 2001 Census information.
8. The Corporate Equality Strategy sits within the Council's overall strategic framework featuring the Corporate Plan (which sets out the main strategic priorities for service provision) and Leicester Partnership's Community Plan (which sets out the strategic priorities for achieving social, economic and environmental well-being for the city's residents). The variety of strategies and plans within this strategic framework shape how individual services operate and deliver services to their users.
9. The Council has a range of corporate structures in place for the implementation of its equality agenda: for Members in their decision

making and leadership roles; for officers in their management of Council services; for staff as employees of the organisation; for external stakeholders so that the Council can engage with the community it serves on equality issues important to them.

### **Part 3: The Action Plan**

10. To assist in the implementation of the Corporate Equality Strategy, an action plan has been developed to address the improvement priorities identified in paragraph 5 above. The action plan covers these main activities the Council must undertake in order to comply with its statutory obligations and ensure that it is meeting the equality needs of its service users and employees:
  - Communicating the CESAP
  - Undertaking Equality Impact Assessments
  - Monitoring Council policies for negative impact
  - Publishing the results of assessment, consultation and monitoring
  - Making sure the public have access to Council information and services
  - Monitoring employment
  - Training staff
  - Monitoring performance and achievement against equality targets.

### **Appendices**

11. The appendices contain supporting information which present a current baseline against which future performance can be judged. This includes:
  - The Council's functions and strategies and a list of Equality Impact Assessments undertaken by departments with reference to those functions and strategies
  - Customer feedback in the form of consultation findings and an analysis of 2003 Best Value Performance Indicator Customer Satisfaction Survey
  - Current performance in achieving a representative workforce.

# Part 1: The Strategy

## 1. Introduction

This is the Council's second Corporate Equality Strategy and Action Plan. In order to make sure we are continuing to provide relevant and needed services, it is important that the Council periodically reviews its strategic policies and adapts them accordingly. We asked a variety of internal and external groups of people what they thought of our performance in the promotion of equal opportunities and the elimination of discrimination. Their suggestions for improvement have been included in this revised strategy. We also assessed our first equality strategy to see what we could learn and improve about our performance.

Leicester City Council has a good record as demonstrated by its attainment of Level Three of the Equality Standard for Local Government and Beacon Status awards for the promotion of racial equality and community cohesion. However, more needs to be done. The Corporate Equality Strategy and Action Plan sets out the main priority areas for the next 3 years to improve our performance as an equal opportunities local authority.

## 2. The Council's commitment to equality

Leicester City Council is committed to equality of opportunity and elimination of discrimination for all people regardless of age, colour, disability, ethnic or national origin, gender, marital status, race, religion and religious belief, sexuality, or trade union membership.

We aim to be responsive and open, and to demonstrate both quality and equality to our citizens, to our service users and to those who visit our city. It is our aim to ensure that people can fully participate in and benefit from the social, cultural, economic and environmental quality of life the city offers its users.

We are committed to promoting equality in respect of:

- ***Our role as service provider***, providing a range of facilities and services meeting the differing needs of local people.
- ***Our role as employer***, ensuring fair recruitment, having a representative workforce, and providing a working environment that is safe, accessible and free from harassment and discrimination.
- ***Our role as community leaders***, through our democratically elected Members, working with communities and partners in the statutory, voluntary and private sectors to improve the quality of life for the people of Leicester.

### 3. The importance of Community Cohesion

The Council in conjunction with Leicester Partnership has developed a Community Cohesion Strategy. The strategy is about people 'learning to live together', promoting:

- harmonious relationships between and within all communities,
- knowledge, understanding and cross-cultural contact between all communities,
- the tackling of social tensions, the support of young people, and addressing deprivation and anti-social behaviour,
- the celebration of cultural diversity as part of the quality and richness of life in the city.

Equalities underpins the development of community cohesion. An integral part of community cohesion is promoting good race relations. This is one of the Council's statutory duties under the Race Relations Amendment Act. **Appendix 1** in the supporting documentation indicates which service functions have most relevance to achieving this.

Community cohesion and equality are two different concepts and the achievement of one does not necessarily bring about the achievement of the other. For example, a particular group of people who the Council considers to be vulnerable and in need of support, receives a greater level of service because of their greater personal needs, than the rest of the population. In doing so, the Council is fulfilling its statutory obligation as an equal opportunities service provider. However, there may be perceptions within the wider community that this particular group is being given an unfair advantage and that the wider community is being discriminated against by the Council. This may lead to tensions within the wider community and feelings of anger towards the group receiving the service. Subsequently this could lead to poor relations between communities, affecting people's quality of life.

It is important to recognise the different issues in achieving equality and community cohesion and how to manage them, in order to achieve the aims of both.

### 4. Statutory framework for equal opportunities

The Government has put in place the following legislation and directives to ensure that particular activities are not carried out in a discriminatory manner. These acts notify the Council (among other public sector providers) of the expected standard of its actions as an employer and as a service provider.

#### ***Equal Pay Act 1970***

*Introduced to avoid discrimination between men and women in terms of their contracts of employment ( ie. pay).*

***Sex Discrimination Act 1975***

It is illegal to discriminate directly or indirectly against men or women in education, employment, provision of housing and goods, facilities and services to the public.

***Race Relations Act 1976***

*This Act makes it illegal to discriminate, directly or indirectly, on grounds of colour, race, ethnic or national origin.*

***Race Relations Amendment Act 2000***

All public bodies must eliminate unlawful racial discrimination; promote equality of opportunity; and promote good relations between people of different racial groups. Local authorities have the specific duties of publishing a Race Equality Scheme and monitoring recruitment and training procedures in terms of ethnicity.

***Disability Discrimination Act 1995***

It is illegal to discriminate against disabled people in employment, provision of goods and services and buying or renting land or property. Employers and service providers are required to make reasonable adjustments to overcome barriers individuals may experience in accessing employment or services.

***Human Rights Act 1998***

Local authorities are required to consider the impact on people's human rights when setting policies and making decisions.

***European Union Directive on Employment (Article 13 Amsterdam Treaty)***

This directive gives legal protection against discrimination on the grounds of religion and sexual orientation, and in 2006 will also include age.

The Council is committed to meeting as a minimum standard the requirements specified in the above legislation. The Council will keep up to date with legislation and national policies as they arise, ensuring that current practice is appropriate to changing requirements.

## **5. Priorities for improvement**

The Corporate Equality Strategy's Action Plan presents areas for improvement and ongoing development arising from these three assessments of Council performance:

- Assessment of the Council's first Corporate Equality Strategy and Action Plan
- Consultation on Council performance and priority areas for action

- Validation of the Council for Level Three of the Equality Standard for Local Government.

## **Assessment of the Council's First Corporate Equality Strategy and Action Plan**

The Council produced its first Corporate Equality Strategy and Action Plan in 2003. A detailed assessment of the achievement of equal opportunities and specific action plans was undertaken and the findings are presented in **Appendix 2**. The main areas for improvement identified in this assessment are:

- a more corporate approach to equalities practice - good practice occurring within individual services needs to be shared and implemented across the Council as a whole.
- increased monitoring by Corporate Equality Strategy Group of achievement:
  - against the Council's equality targets
  - compliance with statutory requirements
  - access needs of our service users and staff.
- improvement of customer care and complaints handling.
- review equality training and procedures:
  - review staff training undertaken to support equalities objectives.
  - review timescale for investigating and completing harassment and discrimination investigations.

## **Consultation Findings**

A range of consultation initiatives was carried out to inform the development of the revised Corporate Equality Strategy. Residents, service users and representatives from community organisations were asked what they felt our equality priorities should be. A summary of the consultation and its findings is presented in **Appendix 3**. The main areas of improvement people consulted felt should be addressed are:

- improved customer care for service users (the way they are treated) that is consistent across all departments.
- ongoing dialogue with Leicester's communities and individual service users to ensure that the Council accurately reflects the needs of the city's diverse groups in our service provision.
- better communication with service users on what the Council provides to those who need our services.
  - Publication of information on the Council's performance in delivering its equality strategy to be able to hold it to account.
- monitoring impact of current equality policies and practices on service users.

## **Validation for Level Three of the Equality Standard for Local Government**

External validators assessed the Council's performance against the Equality Standard for Local Government in November 2004 and confirmed that it had achieved Level Three. The validation process and subsequent preparation for working towards Level Four of the Equality Standard has highlighted the following main areas for improvement<sup>1</sup>:

- development of equality objectives and targets arising from completed Equality Impact Assessments (EIAs)
- evaluation of EIAs and corporate monitoring information required to support performance against the Equality Standard
- establishment of external stakeholder scrutiny mechanism to review performance against service and employment targets
- conduct the Pay Review of Council's staff establishment and implement equal pay policy in keeping with its findings
- monitor Human Resources equality targets by equality group.

### **Improvement priorities:**

The priorities for improvement for the Council's second Corporate Equality Strategy arising from these three sources can be summarised as:

- adopting a corporate approach to learning from current good practice within some services, and improving the achievement of equality across all departments and services
- improved customer care, consistent approach across all services
- review equality training for staff and implementation of Human Resources equality procedures
- monitoring of equality performance targets and Equality Impact Assessment objectives and targets for Council services and policies
- expanded scrutiny of the Council's performance against equality targets to include external stakeholders
- improved communication with the Council's service users and Leicester's communities about its strategic aims for equality (see next section) and its performance in achieving these aims.

These areas for improvement form the basis for the Action Plan contained in Part 3 of the Corporate Equality Strategy.

---

<sup>1</sup> 'Equality Standard for Local Government – Draft Project Plan for Consolidating Level Three and for Achieving Level Four', Report of the Service Director HR and Equalities, 16 May 2005 to Corporate Equality Strategy Group.

## 6. Strategic aims for equality

On the basis of the Council's statutory obligations and the areas for improvement identified above, the Council's strategic aims for equality are:

- To continue to effectively meet the Council's statutory obligations for the promotion of equal opportunities and the elimination of discrimination in employment and service provision.
- To continue working towards the achievement of the Equality Standard for Local Government.
- To adopt corporate standards for the promotion of equal opportunities by all Councillors and staff based on current best practice on service provision within departments.
- To continuously improve provision of services to all its customers through customer feedback on equality performance and the implementation of corporate equality standards.
- To continue to aim for a representative workforce across all levels of the organisation.
- To welcome and encourage ongoing scrutiny of Council performance in achieving equal opportunities as a service provider and employer, internally through officer and Councillor structures identified in the strategy, and externally through the publication of performance information and the establishment of a stakeholder scrutiny group.

## Part 2: The Context

### 1. Leicester's Diverse Population

Leicester is a diverse city, home to a large number of people from a wide range of backgrounds. Up until 2000, Leicester's population was declining, but since then has begun to gradually increase. Some growth is as a result of the further expansion of the European Union, and to a lesser extent, the arrival of refugees and asylum seekers.

The following information from the 2001 Census results provides a baseline of information on Leicester's population.

#### **2001 Census**

**Total population: 279,930**



**Population by Gender:**

	Total number	% of the population
Women	145,140	51.8%
Men	134,790	48.2%

**Population by Age:**

	Total number	% of the population
Age 0 - 15	62,385	22.3%
Age 16 – 19	16,569	5.9%
Age 20 – 29	47,636	17.0%
Age 30 – 44	60,847	21.7%
Age 45 – 59	43,509	15.5%
Age 60 – 74	30,366	10.8%
Age 75+	18,618	6.7%

*The average age of Leicester's residents is 35 years.*

**Population with Limiting Long-Term Illness/Disability<sup>2</sup>**

% of people with limiting long-term illness	18.8%
% of people of working age population with limiting long-term illness	15.0%

**Population by Ethnicity:**

Census category	Total number	% of the population
White: British	169,456	60.5%
White: Irish	3,602	1.3%
White: Other White	5,681	2.0%
Mixed: White & Black Caribbean	2,841	1.0%
Mixed: White & Black African	539	0.2%
Mixed: White & Asian	1,908	0.7%
Mixed: Other Mixed	1,218	0.4%
Asian: Indian	72,033	25.7%
Asian: Pakistani	4,276	1.5%
Asian: Bangladeshi	1,926	0.7%
Asian: Other Asian	5,516	2.0%
Black: Caribbean	4,610	1.6%
Black: African	3,432	1.2%
Black: Other Black	553	0.2%

<sup>2</sup> Limiting long term illness covers any long-term illness; health problem or disability which limits daily activities or work.

Chinese or other ethnic group:		
Chinese	1,426	0.5%
Chinese or other ethnic group: Other		
Ethnic group	904	0.3%

**Population by Religion:**

	Total number	% of the population
Christian	125,187	44.7%
No religion	48,789	17.4%
Hindu	41,248	14.7%
Muslim	30,885	11.0%
Sikh	11,796	4.2%
Buddhist	638	0.2%
Jewish	417	0.2%
Other religions	1,179	0.4%
Religion not stated	19,782	7.1%

## 2. The Council’s strategic framework

The Council has a range of corporate structures in place for the implementation of its equality agenda: for Councillors in their decision making and leadership roles; for officers in their management of Council services; for staff as employees of the organisation; for external stakeholders so that the Council can engage with the community it serves on equality issues important to them.

The Corporate Equality Strategy sits within the Council’s overall strategic framework featuring the Corporate Plan (which sets out the main strategic priorities for service provision) and the city’s Community Plan (which sets out the strategic priorities for achieving social, economic and environmental well-being for the city’s residents). The variety of strategies and plans within this strategic framework shape how individual services operate and deliver services to their users.

### Strategic Priorities

The aim of the Corporate Plan is to make Leicester more attractive for our diverse communities to live, work and invest in. The Corporate Plan covers the period 2003/06 and contains specific actions against which the Council will be

measured in regard to its performance as a service provider. The Council's Corporate Equality Strategy is one of a number of strategies in place that sets out the direction for Council service provision. Other key strategies are listed in **Appendix 1** of the supporting documentation. These key strategies in turn inform service planning within departments.

The Council cannot operate alone in achieving this vision for Leicester. One of the main partnership vehicles for coordinating the work of different public agencies, voluntary organizations and businesses is the Leicester Partnership. The Partnership is responsible for the implementation of the Community Plan for Leicester which sets out the key actions aimed at improving the social, economic and environmental well-being of local citizens. In conjunction with the Council, the Leicester Partnership has also developed a Community Cohesion Strategy for the city.

## **Corporate Structures in place**

### **Councillors**

- Corporate strategic equality issues are addressed through a monthly meeting of the Service Director for Human Resources and Equalities and the Cabinet member for resources. Individual Cabinet members also provide a corporate lead on equalities issues as they affect their individual areas of responsibility.
- Resources and Equal Opportunities Committee has the remit for the scrutiny of the Council's performance in delivering its equalities agenda. The Committee scrutinises the performance of the Council in meeting its statutory responsibilities and strategic objectives and reviews proposed policies prior to their agreement by Cabinet. Other scrutiny committees will consider Equality Impact Assessments of Council services and policies, and service planning issues related to their particular areas of responsibility.
- The recently implemented Area Committees enable local Councillors to consider equalities issues as they impact on the people of their local areas. The issues raised at these meetings are posted on the Council's internet site.

### **Officers**

- The Service Director for Human Resources and Equalities has responsibility for overseeing work on the promotion of equality throughout the Council. The Corporate Equality Strategy Group, set up in 2003, co-ordinates equality areas across departments. The Corporate Equality Strategy Group is accountable to the Strategic Resources Group: a group of Service Directors with delegated responsibility for taking decisions regarding corporate working and performance management.
- The Equality Standard Steering Group was established to implement the Equality Standard for Local Government. The Council has achieved Level Three of the Standard and will continue to work towards rigorous accreditation levels in the future. The work on the Equality Standard

assesses impact of services and policies on the basis of race, disability, gender, age, sexuality, and religious belief.

- All departments have departmental equality groups who meet on a regular basis to discuss equalities issues. All departments have departmental equality officers whose responsibilities include advising on the incorporation of equalities issues into their departmental service plans. Service managers have overall responsibility for ensuring that service plans meet corporate objectives on equality issues.

### ***Staff groups***

- Departments have their own Black Workers Groups, some of whom meet regularly, others as and when needed.
- Housing also have a Women's Craft Group.
- Corporate staff groups include the Disabled Employees Group and also the Lesbian, Gay and Bisexual Employees Group, both of which meet regularly
- The Joint Trade Unions also have their own programme of events related to equalities issues.

### ***Community engagement mechanisms***

- The Council has also formed several Councillor led working groups to establish an ongoing dialogue and scrutiny of how the Council is meeting the service needs of various communities. These groups include the African Caribbean Working Group, the Somali Working Group, and the Older Persons Forum.
- The Council has undertaken a range of public consultation activities undertaken to support various aspects of equalities work such as Equality Impact Assessments (discussed in the next section of the strategy), as well as the development of this corporate equality strategy, and the community cohesion strategy. Consultation will continue to take place for future Equality Impact Assessments and for service reviews undertaken within departments.
- The Council takes part in more informal external groups, engaging with members of Leicester's diverse communities on a variety of equalities related issues. Leicester Multicultural Advisory Group (LMAG) brings together representatives from a variety of local organisations to discuss issues affecting the management of multicultural Leicester and aims to help shape and produce good race relations within the city. The Council has also worked with the Leicester Council of Faiths and the Anglican Bishops Office in the development of a Faith Strategy for the city.

## **Part 3: The Action Plan**

In order to move forward in continuing to achieve the aims of the Corporate Equality Strategy and address the areas for improvement identified, an action

plan has been developed. The Action Plan sets out how the Council will communicate information about the Corporate Equality Strategy and how it will put the strategy into practice.

## 1. Communicating the Corporate Equality Strategy

It is crucial that the Council communicates its responsibilities in achieving equal opportunities as a service provider and employer to all of its stakeholders. The key stakeholders for this strategy are:

- Individual citizens and service users, many of whom are representatives of the equality groups cited in the strategy,
- Employees of the Council and elected Councillors ,
- Contractors the Council engages to deliver services on its behalf,
- Different communities within Leicester and their representatives/leaders, each potentially with their own particular service and equality needs,
- Community and voluntary organisations within Leicester who work to serve its communities and local people,
- Local businesses (and their respective organisations) who employ local residents,
- Public, voluntary and business partners of the Council, involved in co-ordinating initiatives to improve the quality of life in Leicester through a range of partnership activities.

In addition to communicating the contents of this strategy, it is important that the Council ensures that the information it provides is accessible and understood by different groups of people within the city who are the intended recipients of that information. The following actions are recommended to enable the Council to effectively communicate with the range of stakeholders it must engage with if it is to achieve equal opportunity.

<b>Action Plan: Key task</b>	<b>Action required</b>	<b>Who is responsible</b>	<b>Timetable</b>
<b>1 Communicating CESAP</b>			
Launch the Corporate Equality Strategy	Formal launch of strategy with partners & stakeholders	PPT <sup>3</sup>	September 2005

<sup>3</sup> PPT – Chief Executive’s Policy and Performance Team

<b>Action Plan: Key task</b>	<b>Action required</b>	<b>Who is responsible</b>	<b>Timetable</b>
Development of a common vision for equality in Leicester	Ongoing dialogue with stakeholder community groups and partners on what a common vision could look like. Annual statement about what equality means for Leicester published in Link and the Council's website.	CESG <sup>4</sup> in conjunction with the Equality and Diversity Partnership.	June of each year.
Development of a composite picture of Leicester's main equality groups.	Collection of information held by various service units and compilation into one overview for the city as a whole. Publication of this information on the Council's intranet/internet .	CESG through departmental representatives.	Autumn 2005
Disseminate good practice on meeting specific cultural and communication needs of main equality groups.	Collection of information held by various service units. Publication of this information on the Council's intranet/internet .	CESG through departmental representatives.	Autumn 2005
Promote good practice on Council publications in accessible formats.	Collection of all material published by departments/services for regular assessment by Communications & Marketing Forum.	CESG to co-ordinate collection of published material within departments.	Ongoing.

## **2. Putting the Strategy in place:**

### ***Undertaking Equality Impact Assessments***

The Council has established a programme of Equality Impact Assessments (listed in Appendix 4), which covers the range of Council functions and policies (Appendix 1). The Equality Impact Assessments (EIAs) are the key mechanism

---

<sup>4</sup> CESG – Corporate Equality Strategy Group

for reviewing service and policy compliance with the Corporate Equality Strategy. EIAs do not only apply to existing services and policies, but will also be used to assess the impact of proposed policies. Departments undertaking EIAs on their services and policies must ensure that they incorporate the findings and lessons learned from individual EIAs into their annual service planning activities.

<b>Action Plan: Key task</b>	<b>Action required</b>	<b>Who is responsible</b>	<b>Timetable</b>
<b>Undertaking Equality Impact Assessments</b>			
Finalise Equality Impact Assessment Programme for the Council	Identification and implementation of programme of Equality Impact Assessments (EIA) for the Council as a whole.	Equality Standard Steering Group	July 2005
Publication of EIA findings and targets on the Council's website.	Development of Council wide equalities site.	PPT to post EIA information as it becomes available	August 2005
	For completed EIAs, summary of key findings and targets.	EIA managers in conjunction with PPT	October 2005
Monitoring of EIA action plans which have identified negative impact and the action to address them. identified in EIAs and other customer feedback mechanisms.	Identification of negative impacts as a result of EIAs.	Service managers to inform ESSG <sup>5</sup> /CESG departmental representatives	Ongoing
	Carrying out regular evaluations of EIAs undertaken.	PPT	Evaluation of Tranche 1 EIAs by August 2005. Six monthly reviews thereafter.
Monitoring of negative impact identified in other customer feedback mechanisms such as the corporate complaints procedure.	Identification of trends in other customer feedback, such as complaints, dependent on data collection by services.	PPT in conjunction with Corporate Complaints Officers Group	January 2006

<sup>5</sup> ESSG – Equality Standard Steering Group

## Monitoring current Council policies for negative impact

Given the increasing volume of work being outsourced to independent contractors by the Council, it is important that the Council's procurement policies, practices and contractors' performance, are regularly scrutinised to ensure contractors' compliance with the Corporate Equality Strategy. It is important that the service customer's experience of Council services does not vary according to whether the service is delivered by a Council employee or by a contractor.

Action Plan: Key task	Action required	Who is responsible	Timetable
<b>Monitoring current Council policies for negative impact</b>			
Assessment of corporate procurement strategy for compliance with Corporate Equality Strategy, good procurement practice, and CRE procurement guidelines	Build in the requirements of Level Four of the Equality Standard into procurement and contracting arrangements, including the tender list policy under review.	Procurement Unit	September 2005

## Publishing the results of assessment, consultation, and monitoring

Local authorities are required to be transparent about their decision making and all non-confidential papers considered by Cabinet and scrutiny committees are accessible to the public by being posted in libraries and on the internet, and copies being sent by request. However, the outcomes of particular assessments, consultation events and monitoring reports may not reach the public domain through this process as their contents may not be included in decision making reports although they would have informed many of them. Therefore, the Council must be pro-active in making the results of equality assessments, consultation events and monitoring reports available to the public. Officers preparing this information must pay particular attention to the information needs/interests of the particular audiences it wishes to reach, and produce information accordingly. As indicated in the Communications section above, an assessment of current quality of information published will be undertaken as part of the Council's Communications and Marketing Strategy, and will guide officers in the production of information on the results of assessment, consultation and monitoring activities.



Action Plan: Key task	Action required	Who is responsible	Timetable
<b>Publishing the results of assessment, consultation, and monitoring</b>			
Establish an equalities site as part of the Council's website with information for the public and for staff.	Develop corporate site structure incorporating web based resources already developed by individual departments and links to other relevant sites such as the Disability Information Network.	Contents: Departmental Equality Officers and PPT Co-ordination & maintenance of site: PPT	September 2005 (in conjunction with launch of Corporate Equality Strategy)
To publicise the availability of information on the results of assessments, consultation and monitoring online and at Council libraries and access points	Six monthly features in the Face and in Link to alert staff and the public to the availability of this information.	ESSG and CESH for assessments; Public Consultation and Research Group for consultation findings; CESG for monitoring reports.  PPT to write articles.	Articles in spring and autumn editions of the Face and Link.

### **Making sure the public have access to Council information and services**

Some individual Council services have demonstrated that they are models of excellent practice, recognised nationally by the awarding of Beacon Council status<sup>6</sup>. Departments have put in place policies and services that meet the needs of diverse communities, including those most vulnerable and prone to being socially excluded. A description of the work the Council is carrying out to support gypsies and travellers, and asylum seekers is presented in **Appendix 5** as an example. However, as the consultation supporting this strategy has indicated, our service users feel that they do not receive the same treatment across different Council services. They consider the Council to be a single entity and as such have said that the Council should provide the same standard of service and customer care across its different areas of service delivery/customer contact. The EIAs are one opportunity to review current access to information and services. A corporate view needs to be taken of the standard all services should be operating to.

<sup>6</sup> The Council has been awarded Beacon Council status by the Government for the following service areas: Improving Housing Maintenance; Maintaining a Quality Environment; Promoting Racial Equality; Tackling Homelessness; Community Cohesion; Housing Renewal and Sustainable Energy.

<b>Action Plan: Key task</b>	<b>Action required</b>	<b>Who is responsible</b>	<b>Timetable</b>
<b>Making sure the public have access to Council information and services</b>			
Assessment of public accessibility to Council services	Analysis of EIA findings & identification of areas for improvement.	Assessment to be undertaken by PPT	Evaluation of Tranche 1 EIAs by August 2005. Six monthly reviews thereafter.
Identification of specific equality requirements for the Council's corporate customer care standards	Identification of customer care issues to address (see above). Liaison with Corporate Customer Care Group on development of corporate customer care standards and identification of training needs.	Analysis of EIAs to be undertaken by PPT. Liaison with Public Consultation and Research Group to identify customer care issues arising from consultation. Liaison with Corporate Customer Care Group on development of corporate customer care standards.	Evaluation of Tranche 1 EIAs by July 2005. Development of corporate customer care equality standards by January 2006.

### **The Council as an Employer**

The Council's Employment Equality Policy states it is 'committed to applying positive action and promoting best employment equality practice in its efforts to eliminate discrimination and create working environments where all are treated fairly and with respect'. The Council is a large employer with around 14,000 employees and is committed to creating a workforce that is representative of the community at all levels and across all occupational groups. In line with our employment equality policy, we are committed to taking positive action to remedy under representation within our workforce. An overview of the current performance in regard to having a representative workforce is presented in **Appendix 6**, along with a description of initiatives being undertaken by departments to promote a representative workforce. It is important that the Council continues to monitor its performance and improve its performance where necessary.

<b>Action Plan: Key task</b>	<b>Action required</b>	<b>Who is responsible</b>	<b>Timetable</b>
----------------------------------	------------------------	---------------------------	------------------

<b>Action Plan: Key task</b>	<b>Action required</b>	<b>Who is responsible</b>	<b>Timetable</b>
<b>The Council as an Employer</b>			
Annual reporting and dissemination of employment monitoring information as required for corporate Performance Indicators and for the Equality Standard	Production of annual employment trends and development of action plans arising from trend analysis.	Service Director for Human Resources & Equalities	To be included in regular performance monitoring reports to Cabinet, Scrutiny Committee and Strategic Resources Group.
Conducting the Pay Review and implementation of Equal Pay Policy	Conduct the corporate Pay Review and implement the Equal Pay Policy in line with the findings of the Pay Review.	Service Director for Human Resources & Equalities	October 2006

### **Training staff**

Departments are responsible for providing their own staff training, including awareness training on the requirements of the various pieces of equalities legislation and how to address needs of service users from different equality groups. At present there are no corporate objectives for the type of equality training that should be provided to staff across the Council. These corporate standards need to be identified and once implemented, training needs to be continually assessed to ensure that it is delivering its intended outcomes.

<b>Action Plan: Key task</b>	<b>Action required</b>	<b>Who is responsible</b>	<b>Timetable</b>
<b>Training staff</b>			
Audit of training provision for range of equality groups and equality issues related to customer care.	An audit across all departments of training provided in these two areas.	Service Director for Human Resources & Equalities	<i>November 2005</i>
Development of corporate standard for equality training based on examples of good practice currently in place	Based on the results of the above audit, the development of a corporate training standard for equality training	Service Director for Human Resources & Equalities in conjunction with departmental equality officers &	May 2006

		training officers	
--	--	-------------------	--

### Monitoring performance and achievement against equality targets

In keeping with the phrase, 'what gets measured, gets done', the strategy places a great emphasis on monitoring performance and achievement against the range of equality targets in place, ranging from Government targets to departmental equality action plan targets, to individual Equality Impact Assessment targets. Our performance directly affects customer satisfaction, which is one of the key indicators against which the Council's performance is measured by the Audit Commission. **Appendix 7** presents an analysis of 2003 Best Value Performance Indicator Customer Satisfaction Survey results by gender, age, ethnicity and disability<sup>7</sup> (as defined in Census terms). This is one of the many benchmarks against which the Council will assess future performance.

<b>Action Plan: Key task</b>	<b>Action required</b>	<b>Who is responsible</b>	<b>Timetable</b>
<b>Monitoring performance and achievement against equality targets</b>			
Establishment and implementation of a stakeholder scrutiny group	To agree a structure and membership for an external stakeholder scrutiny group	CESG	September 2005
Annual publication of the range of equality targets in place and performance against them	Monitoring of equality targets to be integrated into the Council's performance management framework and a reporting schedule determined.	CESG and the Corporate Performance Group	Ongoing
Annual review of Corporate Equality Strategy performance and targets.	Discussion of performance against targets and outcomes achieved	CESG	Ongoing

<sup>7</sup> The census categories do not match our definition of disability (which follows the social model of disability), and instead focuses on identifying long term illness.

## **Appendices for the Corporate Equality Strategy and Action Plan 2004-2007**

- Appendix 1 Council's functions and strategies
- Appendix 2 Assessment of first Corporate Equality Strategy and Action Plan
- Appendix 3 Consultation findings
- Appendix 4 List of Equality Impact Assessments
- Appendix 5 Services for Asylum Seekers and Gypsies & Travellers
- Appendix 6 Performance in achieving a Representative Workforce
- Appendix 7 2003 Best Value Performance Indicator Customer Satisfaction Survey

# Appendix 1

## The Council's Key Functions and Strategies

### Key Functions

<i>Department</i>	<i>Service Areas</i>	<i>Key Functions</i>	<i>Eliminating discrimination;</i>	<i>Promoting equal opportunities</i>	<i>Promoting good race relations</i>	<i>Relevance to promoting racial equality</i>
Chief Executive's Office	Communications and Marketing	Communications and Marketing	✓		✓	Medium
	Policy and Performance	Policy, Social Inclusion and Performance	✓	✓	✓	High
		Partnerships	✓	✓	✓	Medium
Education and Lifelong Learning	Children and Young People	Psychology Service	✓	✓		Medium
		Special Education Service	✓	✓		Medium
		Education Welfare Service	✓	✓		Medium
		Early Years (Under 4s)	✓	✓		Medium
		Youth Services (youth work)	✓	✓		Medium
	Schools	School Standards	✓	✓		Medium
		School Effectiveness	✓	✓		Medium
		Multicultural Education Service	✓	✓	✓	High
		Pupil Admissions/ Exclusions	✓	✓		Medium
		Special Needs Teaching & Student Support Services	✓	✓		Medium
	Lifelong Learning	Adult Learning	✓	✓		Medium
		Community Services (neighbourhood facilities)	✓	✓	✓	High
		Library & Information Services	✓	✓	✓	High
Social Care and Health	Children's Services	Children and Families	✓	✓		Medium
		Access Services Children	✓	✓		Medium
		Crime Reduction & Youth Offending	✓	✓		Medium
	Older People	Older Persons Services (incl. Mental Ill Health)	✓	✓		Medium
	Adult Services	Learning Disabilities Services	✓	✓		Medium
		Adult Mental Health Services	✓	✓		Medium
		Physical and Sensory Disabilities	✓	✓		Medium
Access Services Adults		✓	✓		Medium	

<b>Department</b>	<b>Service Areas</b>	<b>Key Functions</b>	<b>Eliminating discrimination;</b>	<b>Promoting equal opportunities</b>	<b>Promoting good race relations</b>	<b>Relevance to promoting racial equality</b>	
	Strategic & Management Support Services	Strategic & Management Support Services	✓	✓		Medium	
Housing	Housing Management	Introductory Tenancies	✓		✓	Medium	
Housing	Housing Management	Community Care	✓	✓	✓	High	
		Hostels	✓	✓	✓	High	
		Landlord Services	✓	✓	✓	High	
		Planning and Commissioning				Low	
		Supported Housing Services				Medium	
		Supported People	✓	✓	✓	High	
		Community Development		✓	✓	Medium	
		Tenancy Support				Medium	
	Renewal and Rehousing	Renewal and Grants	Renewal and Grants	✓	✓	✓	High
		Development	Development	✓	✓	✓	High
		Older Persons	Older Persons				Medium
		Asylum Seeker and Refugee Unit	Asylum Seeker and Refugee Unit	✓	✓	✓	High
		Housing Options	Housing Options	✓	✓	✓	High
		Registration and Support	Registration and Support	✓	✓	✓	High
		Affordable Housing Programme	Affordable Housing Programme	✓	✓	✓	High
	Resources	Housing Benefits	Housing Benefits	✓	✓	✓	High
		Housing ICT Services	Housing ICT Services	✓	✓		Medium
		Personnel	Personnel	✓	✓	✓	High
		Finance	Finance				Low
		Administration	Administration	✓	✓	✓	High
		Training and Development	Training and Development	✓	✓	✓	High
		Policy and Business	Policy and Business	✓	✓	✓	High
		Marketing and Information	Marketing and Information				Medium
Technical Services	Health and Safety	Health and Safety				Low	
	Responsive Repairs	Responsive Repairs	✓	✓	✓	High	
	Home Energy	Home Energy	✓	✓	✓	High	
	Gas Servicing	Gas Servicing		✓		Low	
	Contracts	Contracts	✓	✓	✓	High	
		Design and Standards		✓		Low	
Regeneration and Culture		Advice Services	✓	✓	✓	High	
	Economic Development and	Economic development	✓	✓	✓	Medium	

<b>Department</b>	<b>Service Areas</b>	<b>Key Functions</b>	<b>Eliminating discrimination;</b>	<b>Promoting equal opportunities</b>	<b>Promoting good race relations</b>	<b>Relevance to promoting racial equality</b>	
	Urban Renewal	Regeneration	✓	✓	✓	Medium	
		European Office	✓	✓	✓	Medium	
		Cultural Quarter	✓	✓	✓	Medium	
	Transport	Transport development	✓	✓	✓	Medium	
		Highway management	✓	✓	✓	Medium	
	Regeneration and Culture	Transport	Transport systems	✓	✓	✓	Medium
			Transport strategy	✓	✓	✓	Medium
		Environment	Operational transport	✓	✓		Medium
			Development control	✓	✓		Medium
			Development plans	✓	✓		Medium
Urban design			✓	✓		Medium	
Environment			✓	✓		Medium	
City catering		City catering	✓	✓		Medium	
		Cultural Services	Arts	✓	✓	✓	High
			Museums	✓	✓	✓	High
			Sports	✓	✓	✓	High
			Parks and green spaces	✓	✓	✓	High
Markets			✓	✓	✓	High	
Regulatory Services		Public Health	✓	✓	✓	High	
		Private sector housing	✓	✓	✓	High	
		Consumer protection	✓	✓	✓	High	
		Building control	✓	✓	✓	High	
	Gypsies and travellers	✓	✓		High		
Street waste management and cleansing	Street waste management and cleansing	✓	✓		Low		
Strategic Resource Management	Strategic Resource Management	✓	✓	✓	Medium		
Resources Access and Diversity	Financial Services	FMIS Team	✓	✓		Low	
		Accountancy	✓	✓		Low	
		Audit	✓	✓	✓	Medium	
		Corporate Procurement and Business Services	✓	✓	✓	Medium	
		Exchange and Control	✓	✓	✓	Low	
		Financial Strategy	✓	✓	✓	Medium	
	Human Resources	Corporate Human Resources	✓	✓	✓	High	
		Equalities	✓	✓	✓	High	
		Personnel and Development	✓	✓	✓	High	
		Health and Safety	✓	✓	✓	Medium	



<b>Department</b>	<b>Service Areas</b>	<b>Key Functions</b>	<b>Eliminating discrimination;</b>	<b>Promoting equal opportunities</b>	<b>Promoting good race relations</b>	<b>Relevance to promoting racial equality</b>	
		Organisational Development and Learning	✓	✓	✓	High	
	ICT and Customer Services	Strategy and Programmes	✓	✓	✓	Low	
		Business Services	✓	✓	✓	Medium	
Resources Access and Diversity	ICT and Customer Services	Customer Services and Switchboard	✓	✓	✓	High	
		Development Services	✓	✓	✓	Medium	
		Operations	✓	✓		Low	
		Technical Services	✓	✓	✓	Low	
	Legal Services	Provision of legal advice and assistance in respect of:					
		Corporate governance	✓	✓	✓	Low	
		Commercial and property	✓	✓	✓	Medium	
		Litigation and advocacy	✓	✓	✓	Medium	
		Education, Social Care & Health	✓	✓	✓	Medium	
		Land charges	✓	✓		Low	
		Information management	✓	✓	✓	Medium	
		Customer accounts and debt recovery	✓	✓	✓	High	
	Property Services	Facilities	✓	✓	✓	Medium	
		Asset strategy and development	✓	✓	✓	Low	
		Design and maintenance	✓	✓	✓	Medium	
		Management and customer information	✓	✓	✓	Medium	
		Property management	✓	✓	✓	Medium	
	Democratic Services	Committee Services	✓	✓	✓	Low	
		Community Languages	✓	✓	✓	High	
		Creativity Works	✓	✓	✓	Medium	
		Electoral Services	✓	✓	✓	High	
		Emergency Management and Planning	✓	✓	✓	Medium	
		Lord Mayor's Office	✓	✓	✓	Medium	
Members' Services		✓	✓	✓	Low		
Registration Services	✓	✓	✓	High			

## Key Strategies

Department		Strategy
Chief Executive's Office	Communications and Marketing	Communications and Marketing Strategy
	Policy, Social Inclusion and Performance	Corporate Plan  Best Value Performance Plan Comprehensive Performance Assessment Improvement Plan Corporate Equality Strategy and Action Plan Race Equality Scheme Community Cohesion Strategy
Education and Lifelong Learning	Children and Young People	Early Years Development and Childcare Plan Youth Work Plan Special Education Needs Policy
	Schools	Education Development Plan School Organisation Plan Asset Management Plan Governance Strategy
	Lifelong Learning	Strategic Community Learning Plan Adult Learning Plan Annual Libraries Plan
Social Care and Health	Children's Services	Children and Family Services Strategy 2002-2005 draft Leicester Preventative Strategy for Children, Young People, Families and Carers Children's Services procedures ACPC Procedures, Protocols & Practice Guidance
	Adult/Older People Services	Mistreatment of Vulnerable Adults

<b>Department</b>		<b>Strategy</b>
		Service Plans for: Older People Learning Disabilities Physical & Sensory Disabilities City Mental Health Strategy Carer's Strategy
		Fair Access to Care Services (FACS) Fairer Charging Policy NHS & Social Services Responsibilities for Meeting Continuing Health & Social Care Needs Carer's Practice Guidance HIV/Aids Policy & Practice Guidance
Social Care and Health	Department wide	Draft Integrated Equality Policy

Housing	Housing Management	Anti-Social Behaviour Policy Rent Arrears Policy Conditions of Tenancy Allocations Policy Harassment Policy* Supporting People Strategy Community Development Strategy
	Renewal and Rehousing	Allocations Policy* Homeless Strategy Asylum Seeker and Refugee Strategy
	Resources	Housing Strategy BME Housing Strategy
	Technical Services	Repairs and Maintenance Strategy Capital Programme Strategy

Regeneration and Culture	Economic Development and Urban Renewal	Leicester Regeneration Strategy
	Transport	Local Transport Plan

<b>Department</b>		<b>Strategy</b>
	Environment	EMAS/Environmental Policy Air Quality Action Plan City of Leicester Local Plan
	Cultural Services	Cultural Strategy Leicester Museums Strategy Market Strategy
	Street waste management and cleansing	Waste Management Strategy

Resources Access and Diversity	Financial Services	Council Budget  Prosecution/Anti-Fraud and Corruption Risk Management Strategy Procurement Strategy
	Human Resources	Official Conduct  Grievances and Disputes Various conditions of service Joint Consultation Machinery Health and Safety Policy
	ICT and Customer Services	ICT Security Policy  Internet & e-mail use policy
	ICT and Customer Services	e-equality checklist
Resources Access and Diversity	Legal Services	Council Constitution Information Governance Prosecution Policy Fair Debt Policy
	Property Services	Lettings and sale of properties Tenant selection Property disposals Property management
	Democratic Services	Council Constitution Political conventions Members allowances Major Emergencies

\* There is some public or internal concern that functions/policies are being operated in a discriminatory manner.

## **Appendix 2**

### **Assessment of the first Corporate Equality Strategy and Action Plan**

The Council produced its first Corporate Equality Strategy and Action Plan in 2003. The findings of this assessment can be summarised as following:

#### ***Achievement of equal opportunities***

- Much of the work has been achieved and the revised equality strategy will maintain the approach stated in the first strategy.
- However, there is a need to have a more corporate approach to equalities practice. While there is good practice in place, this occurs for some services only. There is a need for good practice to be shared and implemented across the organisation as a whole and this is incorporated as a target in the revised strategy.

#### ***Equality action plan – general comments***

- Although many of the aims of the equality action plan have been progressed, there are gaps that still need to be addressed. These gaps include better sharing of good practice from the voluntary sector, a stronger corporate overview by the Corporate Equality Strategy Group, particularly in regard to monitoring achievement against equality targets. Targets to address these gaps are incorporated in the revised strategy.
- A lot of work has been undertaken in order to achieve the range of outcomes expressed within the action plan, but there has been no analysis of the outcomes to assess whether they have in fact been successful in meeting intended targets. Targets for this analysis are incorporated in the revised strategy.

#### ***Equality action plan – strategy and planning***

- The revised equality strategy reflects many of the strategy and planning targets, but stresses the need for a corporate approach and more rigorous monitoring of achievement as stated above.

#### ***Improving customer care***

- This is a particularly weak area, with more work required for improving customer care and complaints handling.

#### ***Accessible services***

- The revised equality strategy will reiterate the Council's commitment to meet at minimum statutory requirements for access needs of disabled people.

#### ***Representative workforce***

- There has been much Council activity in working towards the achievement of a representative workforce. An assessment of the provision of training to support equalities objectives needs to take

place and a corporate standard instituted. The need for both will be incorporated in the revised equality strategy.

- There is also a need to review the timescale for investigating and completing harassment and discrimination investigations. The need for speedier resolution will be incorporated in the revised equality strategy.

A detailed assessment of the achievement of its stated approach to the achievement of equal opportunities and specific action plans is presented on the following pages.

What we said we would do	What we have done	What needs to be done	New CESAP objective
<b>Part 1: Equal opportunities statement</b>			
Improving equalities practice at corporate, departmental & individual level	No corporate strategy in place to measure achievement. Recognise that good practice is in place in spots but not carried through organisation as a whole. Individual staff may not be aware of good practice.	More corporate approach needed. Mechanism for sharing good practice at individual staff level throughout all departments.	Approach taken in CESAP - corporate overview, identification of responsibilities for individual members of staff. The importance of training to deliver corporate aims continue to be stressed.
Developing equalities objectives & targets within all service delivery areas	Being achieved through EIAs undertaken as part of Level 3 of Equality Standard. Not all service delivery areas have yet done EIAs, but programme is being rolled out for achieving this goal as part of achieving Level 4 of the Equality Standard	Programme for EIAs on all services to be set. Currently Year 1 & Year 2 programme available.	Full programme to be posted on the equalities website to inform staff and external stakeholders of EIAs and their results.
Develop systematic process of conducting EIAs	Achieved and validated by external inspectors	Continue work being undertaken by all departments	Continue commitment
Developing and promoting anti-discrimination policies and practices at all levels of the council and in our dealings with the public	No corporate overview and scrutiny of performance at present – new area of work required. Up to individual service unit. EIAs starting to identify problem areas which are being addressed – assessment of	CESG to take corporate overview of new policies required to achieve this objective	Continue commitment



<b>What we said we would do</b>	<b>What we have done</b>	<b>What needs to be done</b>	<b>New CESAP objective</b>
	overall impact required.		
<b>Part 1: Equality Action Plan aims</b>			
- To ensure that service are designed to manage diversity effectively - Services to tackle inequality, social exclusion and promote independence - Services that are accessible, welcoming, caring & responsive to needs of city's diverse communities	Consultation on public perception of services – feedback raised issues that need to be addressed. Conclusions supported by 2003 BVPI survey findings.	Reassert CESAP aims that are achievable and have desired impact on problems identified.	Revised CESAP aims to address issues arising from consultation findings.
Enabling people to fully participate in consultation over planning & delivery of services	A lot of support in place – work around consultation toolkit etc.	Need assessment as to outcomes of consultation process – have they added value as required?	Review appropriateness of consultation undertaken as part of EIAs.
Working with partners to pursue equality & diversity objectives across the city	Communication with voluntary sector. Communication with Equality & Diversity Partnership of Leicester Partnership.	More could be done to learn from expertise within voluntary & other public sector bodies (check out notes from staff citizens jury)	Continue commitment to partnership working.
Ensure Council responds quickly to legislation & national policy on anti-discrimination measures & practices	Council does respond – but there are gaps in provision that need to be addressed.	CESG to take a corporate overview and ensure effective response.	Continue commitment
Ensure that we monitor how well	Monitoring restricted to BVPIs –	New revised CESG structure &	New CESAP more focused on

<b>What we said we would do</b>	<b>What we have done</b>	<b>What needs to be done</b>	<b>New CESAP objective</b>
we are achieving our goals	picked up through PMF. No continuous monitoring of action plan targets.	new targets arising from EIAs will revitalise corporate approach to monitoring our achievements	stating targets & reporting on outcomes. Internet based information that is readily accessible internally & externally. More defined links to Corporate Performance Management Framework through new CESG structure
<b>Part 1: Anticipated outcomes of Equality Action Plan</b>			
Improved service provision which reflects diverse needs of city	Other than information contained within EIAs, no system of measurement in place to determine whether service provision has improved in this respect	Analysis of first tranche of EIAs to determine whether service provision does reflect the diverse needs of the city	New target to ensure ongoing measurement of the extent to which needs are being met – clear criteria and assessment process identified and timetable for reporting clearly stated and when & where information will be made available
<b>Better access to services &amp; more accessible services</b>	Other than information contained within EIAs, no system of measurement in place to determine whether access to services has improved in this respect	Analysis of first tranche of EIAs to determine whether service provision does reflect the diverse needs of the city	New target to ensure ongoing measurement of the extent to which needs are being met – clear criteria and assessment process identified and timetable for reporting clearly stated and when & where information will be made available
Caring & responsive council which meets demands of communities we serve	Consultation and recent survey information has indicated that this has not taken place.	Ongoing monitoring of customer satisfaction. Improvement to corporate	Identified as main area for improvement. New target for ongoing

<b>What we said we would do</b>	<b>What we have done</b>	<b>What needs to be done</b>	<b>New CESAP objective</b>
- Improved satisfaction - Decrease in complaints	EIA of complaints procedure indicates that it must improve significantly to be able to demonstrate it meets the demands of the city's diverse communities	complaints procedure.	measurement of the extent to which needs are being met – clear criteria and assessment process identified and timetable for reporting clearly stated and when & where information will be made available
Representative workforce - Improved employee profile at all levels of the organisation	Annual monitoring report on achievements against RES have indicated that improvement is occurring.	Continue work in progress to ensure that can meet stated corporate targets for representative workforce.	Continued commitment
<b>Part 2: Strategy and planning</b>			
Ensuring equalities objectives are key element of Community Plan	Diversity one of main themes in Plan. Equality & Diversity Partnership one of LSP theme groups.	Continue work in hand.	Continue commitment to equality & diversity.
Community consultation on services and service equality objectives	Consultation toolkit on intranet to provide support to those undertaking consultation. Consultation key element of EIAs.	Assessment of standard of consultation undertaken as part of EIAs.	Maintain corporate overview to ensure that consultation is appropriate in providing needed user information.
Integration of equality into service delivery, best value planning & reviews.	Incorporated into PMF, service planning guidelines and guidelines for new policy development.	Ongoing monitoring of implementation and measurement of outcomes.	Focus on monitoring and outcomes – need benchmarks to establish where we are at present.
Work with partner agencies to achieve equalities objectives at strategic & service level	A lot of information sharing is already taking place. New initiatives around community cohesion.	Need to assess where there are current gaps in partnership working and how these should be addressed.	Reiterate importance of partnership working in the achievement of equalities: including our work on procurement policies as well as

<b>What we said we would do</b>	<b>What we have done</b>	<b>What needs to be done</b>	<b>New CESAP objective</b>
			other partnership working .
Monitoring service take up by demographic profile (ethnicity, gender, age, disability)	Up to individual services. Should be reflected in EIAs. No corporate overview of where monitoring takes place or of information kept.	Reiterate policy objective of monitoring service take up by demographic profile of users. Monitoring of compliance across all services.	Reiterate policy objective of monitoring service take up by demographic profile of users.
Ensuring all council publicity is in an accessible format.	Up to individual services to provide accessible material. No corporate guidelines on best practice in place – fragmented knowledge across individual services.	Collect, co-ordinate and promote best practice in place across individual services regarding accessible formats. Set in place minimum corporate standards.	Reiterate importance of having council publicity in accessible formats and include plans for doing so.
All services, including those contracted out on behalf of the council, to reflect council's equal opportunities policy.	Commitment to equal opportunities integrated within corporate procurement policy. All services reflect commitment to equal opportunities.	Ongoing measurement and monitoring of compliance and reporting on effectiveness of policy.	Reiterate policy objective of all services, including those procured through external contractors, reflect the council's commitment to equal opportunities.
<b>Part 2: Improving customer care</b>			
Monitoring customer satisfaction with council service	Corporately 2003 BVPI survey undertaken. Individual services monitor customer satisfaction at their own discretion.	Customer satisfaction needs to improve. Need co-ordinated approach to improve satisfaction and measure improvements made.	Increasing customer satisfaction key target in revised CESAP.
Satisfaction with way corporate complaints policy is managed	Survey indicates low satisfaction levels in keeping with previous survey work undertaken.	Review and overhaul of corporate complaints procedure necessary to increase performance & satisfaction levels	Complaints handling supports quality control in service provision. Target for better complaints handling to be included as part of improving access to Council services in

What we said we would do	What we have done	What needs to be done	New CESAP objective
			revised CESAP.
<b>Part 2: Accessible services</b>			
Publicity on complaints procedure available in accessible formats.	Old form and posters still in use.	Using expertise in translating material in accessible formats, new publicity needs to be designed and produced in keeping with overhauled complaints procedure.	Target for new publicity as part of overall commitment for accessible information on council services in revised CESAP.
Access to buildings for disabled people	Have put in place programme of works to enable disabled access to council buildings.	Broader consideration needs to be given to non-physical needs and attention be give to other forms of disability	Commitment to meet at minimum, statutory requirement – addressing the specific needs of individual disabled users of council services
Effective consultation with disabled people	Learning Disability Network established to aid consultation with wide variety of disabled people. Current focus on SC & H services.	Expand knowledge and learning to rest of organisation to improve standard of service to all disabled users.	Commitment to meet at minimum, statutory requirement – addressing the specific needs of individual disabled users of council services
<b>Part 2: Representative workforce</b>			
Improve representation of women, BME and disabled employees at all levels within the council	A lot of activity is in place to improve employee representation. Have improved performance over time.	Make information public on progress and current status against targets in place.	Continue to report current status against targets in place.
Ensuring that managing diversity is part of the management & competency framework	Most managers are actively committed to effectively manage diversity – but some do not take sufficient action.	To monitor compliance regarding managing diversity objectives	To reiterate commitment to managing diversity being part of the council's management & competency framework
Training to support equalities objectives.	At present training is at the discretion of individual departments. No consistent	Need to assess current training provision, identify gaps and institute a corporate standard for	Reiterate the need for a basic corporate standard of equalities training that all staff should

<b>What we said we would do</b>	<b>What we have done</b>	<b>What needs to be done</b>	<b>New CESAP objective</b>
	standard of training imposed corporately.	various staff (front line, different levels, etc)	receive. To include training provision for Members.
Effective handling & managing of harassment & discrimination procedures	<u>Well established Harassment and Discrimination Procedure which is monitored as part of the RES, and is reviewed annually.</u>	Review the timescale of investigating and completing Harassment and Discrimination investigations and hearings. Possible use of external investigators.	Speedier resolution to enhance credibility of the Council as a good equality employer.
Ensure that we operate a fair Pay and Rewards Policy	Developed an in-house job evaluation scheme resulting in 150 jobs across the authority being benchmarked and a new Pay and Grading structure being developed.	A new pay and grading structure to be introduced across the whole authority. Conduct a pay review post implementation.	Council operates a fair job evaluation and equal pay policy.

## **Appendix 3**

### **Consultation Findings**

A range of consultation initiatives (described in Appendix 3) was carried out to inform this equality strategy. Residents, service users and representatives from community organisations were asked what they felt our equality priorities should be. The main areas of improvement people felt should be addressed in the equality strategy are as follows:

#### **Better communication with our service users**

- Providing staff with the information they need to better understand and communicate with the diverse range of service users relying on our services,
- Communicating what the Council does more effectively to those who need our services.

#### **Better customer care for our service users**

- Consultation findings highlight the need to have a consistent high standard of customer care across all departments, irregardless of who the user is.

#### **Sharing and implementing good practice across departments**

- At present the Council does not tell its staff what it expects in terms of good equality practice.
- The Corporate Equality Strategy action plan will aim to deliver a consistent corporate approach to the implementation of good practice, adopting external examples where applicable.

#### **Monitoring of current performance**

- The collection of demographic information on service users and other relevant data required to monitor the success of current equality policies is not consistent across departments and needs to be improved.

#### **Scrutiny of current performance**

- Our external stakeholders have said that they want information on the Council's actual performance in delivering its equality strategy in order to be able to hold it to account.
- Published information and opportunities for this scrutiny to take place are required.

#### **Maintaining an ongoing dialogue with Leicester's communities and our individual service users**

- To ensure that we do accurately reflect the needs of our diverse groups in our service provision.
- To provide communities and citizens with the information they require to be able to hold us to account for the work we have committed ourselves to undertake on their behalf.

These areas identified as requiring improvement are incorporated within the revised equality strategy.

## **Consultation events**

- Community cohesion workshops
- Staff survey
- People's Panel equality survey
- Equality stakeholder workshops
- Staff consultation on equalities priorities
- Public meetings on the Corporate Equality Strategy and Race Equality Scheme

## **Description of consultation events**

### **Community cohesion workshops**

#### **Methodology**

A series of 7 community workshops were held in different areas of the city (four outer estates, two inner city areas and one mixed area) in September and October 2003. Participants were recruited by neighbourhood co-ordinators and included a mix of local residents and community representatives with an interest in community cohesion. In total, 119 people attended and were fairly reflective of the city's ethnic population. The community workshops were supplemented by three stakeholder workshops: one with the Leicester Council of Faiths, one with Voluntary Action Leicester (the umbrella body for voluntary organisations in Leicester) and a youth workshop involving 14 and 15 year old students from schools across Leicester. All the community workshops used a similar 'focus group' style methodology, followed the same format and covered the same topics. Participants were asked open-ended questions about what factors bring people, communities and cities together, and what drives them apart. The two stakeholder workshops followed a similar 'focus group' style. The day long youth workshop was independently facilitated and followed a more interactive format more suited to the younger age group.

#### **Findings**

There was a great deal of consensus among all participants about the issues that drive communities apart and those that bring them together. At the micro level, participants stressed the importance of personal networks of family, friends and neighbours in sustaining good personal and community relationships. At the macro level, communities can feel disconnected from mainstream city life because of the multiple impact of broad social problems such as crime, disaffected youth, low standards of housing, high unemployment, poor educational standards and physically unattractive environments. These features contribute to a sense of poverty and deprivation that is difficult to address and result in an environment where a sense of belonging is hard to develop.



The core values at the heart of the concept of community cohesion included: the need for greater respect and tolerance; mutual understanding of different cultures and faiths; greater fairness and equality for all; for all to feel supported and befriended. Communities need to help different social and cultural groups integrate with one another. Despite the social fabric of the city undergoing rapid social change, many participants felt there was a well of goodwill among the population as a whole to sustain the multi-ethnic and multi-cultural nature of Leicester.

## **Staff survey**

### **Methodology**

All council staff were given an employee attitude survey to complete in November 2003. 3,552 employees or 42% of the workforce (excluding school based employees) returned completed survey forms. MORI was responsible for the survey and its analysis.

### **Findings**

In general the majority of staff indicated that they were satisfied working for the council. However, half thought the council is too departmental, a third thought it has a blame culture, and another third thought they lacked a customer focus. There was some general unhappiness with workloads – particularly among front line staff dealing with customers.

When questioned on equal opportunities, two thirds of staff thought the council was an equal opportunities employer, and half thought that people were treated with fairness and respect. However around half also indicated that they didn't feel valued and recognised for the work they did.

## **People's Panel equality survey**

### **Methodology**

An equality survey was posted to members of Leicester People's Panel in December 2003. The People's Panel is a representative group of 1000 local residents who have agreed to be available for consultation. A total of 282 returned completed surveys, approximately 30% of those invited to participate.

### **Findings**

The survey explored a range of topics: contacting the council, its reputation as an equal opportunities employer and service provider, and experience of discrimination by the council. Almost half the respondents thought the Council had a good reputation as an employer. Many commented on the ethnic mixture of staff in council offices and said that they had heard good reports from council employees and other council contacts about working for the council. One third said that they didn't know one way or the other, and some of these wrote that they didn't have the information to form a view. In regard to services, over a third said they thought the council was an equal opportunities service provider, although almost half said they didn't know one way or the other.

54 people said they had felt discriminated against when dealing with the council: 8 said this happened all the time; 46 said only a few times. Their experience of discrimination was mainly as a result of poor customer care or feeling that they had been treated differently because of their race or gender. Of the 17 who felt they had been discriminated against because of their race, 10 classified themselves as White British.

## **Equality stakeholder workshops**

### **Methodology**

A series of focus group style workshops was held with different resident stakeholder groups: one workshop focused on race, one on gender, two on disabilities, and two on young people. All workshops discussed race and equality issues and have therefore been included in the consultation findings. In total, 50 people attended these six workshops, coming from a range of different ethnic backgrounds, with the majority of participants coming from minority ethnic groups.

### **Findings**

Participants in all of the workshops commented on the poor customer care they had experienced. Some reported incidences of ethnic minority staff discriminating against their own people. They felt the ethnicity of staff was not as important as their ability to listen to what service users were saying. Participants of the race workshop wanted to be treated with respect, without complications and quickly. Hearing disabled participants at one workshop stressed the difficulty they had communicating with the Council, particularly one mother with her child's school. The other disability workshop focused on poor customer care and their difficulty of using recycling bins if you are physically disabled and in a wheelchair. The gender workshop raised the issue of a general lack of awareness of where to get help, and limited service provision. All workshops felt consultation was important, although there was concern that often it was a foregone conclusion. They wanted more evidence that the council was listening and that consultation had made a difference. Participants felt that the council needed to learn more about communities in that different communities function in different ways. Young people raised the issue of being recipients of racist remarks. They thought that such remarks should not be acceptable in council buildings and that the council should set an example in what they thought society should be reflecting. They felt that some minority ethnic groups were citing racism as a shield to hide behind when they were in fact racist themselves.

## **Staff consultation on equalities priorities**

### **Methodology**

Two short focus group type sessions were held with departmental equalities officers and Human Resources Strategy Group members. They were asked to consider what should be the equalities priorities for the Council. Pro formas asking for written responses to the focus group questions were circulated to

other staff involved in equalities issues. A total of 20 officers (primarily middle management) from all departments across the council were consulted.

### **Findings**

Staff identified the following priorities for action in the promotion of equal opportunity: defining tangible deliverables for front line staff (what equality is all about, what they have to do, and how it will affect them); providing equality training and support for staff; senior management celebrating success and raising the profile of the work the council is doing; the public having knowledge of and access to services. Other priority actions were: improving customer care; ensuring service delivery points reflect client needs; building on community cohesion initiatives; compiling data on the needs of diverse groups; providing a corporate overview on the communities served.

Public meetings on the Corporate Equality Strategy and Race Equality Scheme

### **Methodology**

Three public meetings were held in June 2004 in order for community groups to tell us what they saw as equality priorities and suggestions as to how the Council could work with community groups in getting better employee representation and improved service provision. Representatives from 13 groups attended the meetings.

### **Findings**

Participants indicated that there was a lack of consistency and a fragmented approach to equalities across the organisation. A single strategy was needed for the council as a whole. A more proactive approach was needed for addressing the needs of and integrating new arrivals into the wider community. The Council should provide monitoring information on its performance so that it can be held to account by the community. The council should not work alone in delivering its equalities agenda – collective leadership involving other community organisations was needed. The city needs a vision for bringing people together, a clearly understood concept of equality that can be recognised across all communities. The Council needs to repackage the work that has already taken place.

## **Appendix 4**

### **List of Equality Impact Assessments**

#### **Equality Impact Assessments undertaken in 2004**

##### **Chief Executive's Department**

- Corporate Complaints Procedure
- [www.leicester.gov.uk](http://www.leicester.gov.uk) - access to the site

##### **Education and Life Long Learning**

- Education and Lifelong Learning Strategic Plan
- Communications Media Manual
- Revised Business Planning Guidance
- Continuous Professional Development
- African Caribbean Achievement
- Divisional Organisational Review – procedure
- LEA Race Equality Action Plan and Equality Action Plan
- Adult Services – Support services to learners
- Adult Services – Support for tutors
- Adult Services – Adult cluster plans

##### **Housing**

- Community Development – Reconfiguration of funding
- Hostel occupancy
- Right to Buy
- Post entry training
- Apprenticeship Scheme
- Life-time Bathroom Programme
- Repairs Reporting
- Resettlement Services (Asylum Seeker and Refugee Unit)
- Hosting Scheme (Asylum Seeker and Refugee Unit)
- Older Persons Post

##### **Policies:**

- Hostels Admission Policy
- Harassment Policy
- Anti-Social Behaviour Policy
- Quality Assurance
- Housing Benefits Take-Up Policy
- Court Summons Charges
- Allocations Policy: Amendment to Leicester City requirements

## **Resources, Access and Diversity**

- Electoral Services
- Citizenship Ceremony
- Testing methods and recruitment for the Standby Register
- Job Shop – material despatched
- Compassionate leave
- Health and Safety (Accident and Attack Reporting/Recording - Forms)
- Technical aspects of [www.leicester.gov.uk](http://www.leicester.gov.uk)
- Accessibility of the Customer Service Line
- School Admission Appeals Service
- Drafting of contracts
- Letting procedure for commercial property
- Letting of managed workspace units

## **Regeneration and Culture**

- LCC car parks
- St. Margaret's Bus Station
- Travel plans (mobility management)
- Advice Services
- Economic Development – People into Employment Initiative
- Advice Services: Healthy Income Project
- Advice Services: Welfare & Employment Rights Advice Service
- Sports
- Museums
- Waste Management
- City Catering: community meals
- Planning House Extensions Policy
- Business Planning Policy

## **Social Care and Health**

- Blue Badge - Disabled Parking Permit Scheme
- Charging Policy - Home Care Charges
- Guidance to staff when considering Major Adaptations and Equipment
- Fair Access to Care Services
- My Child - Which Services (leaflet)
- Child Protection Procedures - Managing the Process of Child Protection Conferences
- Mobile Meals - Assessment and Service Delivery
- Care Plans - Elderly Persons Homes
- Fostering Assessments
- Recruitment Process for Social Work Staff to Young

People's Residential Homes in the Looked After Children's Service

**Equality Impact Assessments undertaken in 2005**

**Chief Executive's Department**

- Community Cohesion implementation plan

**Housing**

- Introductory tenancies
- Housing Management customer service
- Tenancy Support – STAR
- Supported Housing
- Community Care (Hostels)
- Personnel
- Marketing and Communications
- Strategy and Performance
- Training
- Housing Benefits – operational
- Electrical Services
- DSO Repairs
- Programmed Repairs
- Boilers
- Renovation Grants/Disabled Facilities Grants
- Empty Homes
- Housing Register/Allocations Policy
- Housing Options Service
- Development (Renewal and Re-housing)

Policies:

- Domestic Violence Policy
- Housing Strategy
- Gas Services (contracts)
- Kitchens Programme
- Asylum Seeker and Refugee Strategy

**Resources, Access and Diversity**

- Community Languages Unit
- Lord Mayor's Secretariat
- Prosecutions policy (implementation)
- CIPFA placement scheme
- Organisational development and learning
- Review of protocol for organisational change
- Customer Service Centres

- IT training
- Debt collection
- Income recovery
- Customer Services (Property Services - design and maintenance)
- Supplier Assessments (design and maintenance)

### ***Regeneration and Culture***

- Street lighting
- Congestion Reduction Strategy
- Bus Services information
- Concessionary Fares Policy
- Vehicles used on supported bus services
- Facilities at bus stops
- Footways maintenance
- Licensing
- Consumer protection
- Gypsies and travellers
- Neighbourhood Renewal Funding
- European Office
- Markets
- Cemeteries
- Finance
- Voluntary Sector grants
- Operational transport
- Development Control – enforcement

### **Social Care and Health**

- Bursary Support for Social Worker
- Interpreting and Translation
- Direct Payments
- Procedures and Criteria for Prioritising Occupational Therapy Referrals
- Learning Disability Quality Network Review Procedures
- Adult/Older People Best Practice Procedures Manual (New document replaces Access Older People)
- Eligibility Criteria for Disabled Children's Team
- Access to Children's Rights Service
- Assessment Process for Kinship Care
- Admission Policy for Looked After Children to Schools
- Carers Practice Guidance
- Departmental Equality Policy
- Departmental HIV/AIDS Strategy

## **Appendix 5**

### **Services for Asylum Seekers and Gypsies & Travellers**

#### **Asylum seekers**

- A consortium of East Midlands authorities led by the Council has been established to assist the transfer of refugees from the southeast to the Midlands under the NASS system.
- The Council has set up a partnership with the Refugee Housing Association to transfer a number of empty properties to them in order to house refugees coming to the city in social housing.
- A refugee unit has been established in the Housing Department comprised of 3 officers who are charged with integrating asylum seekers and refugees into the neighbourhoods in which they live. These officers liaise with the Refugee Housing Association and Refugee Action.
- The Housing Department has also created a officer post to promote and encourage people to allow refugees to live in their home as boarders.
- The Council produces a monthly break down of new comers or persons from abroad arriving in the city (PFAs) who have registered with us and have applied for support.

#### **Gypsies and travellers**

- The Council has a Gypsy Liaison Officer.
- Leicester has established a travellers site in Meynell's Gorse. Last year, a purpose built community centre was built on the site for use by the people living there.
- The Housing Department has twinned the site with a Roma site in Haskovo, Bulgaria. Earlier this year, a delegation from Haskovo visited the city. Last year officials from Housing along with Roma speakers visited Bulgaria.



## Appendix 6 Performance in Achieving a Representative Workforce

### Proportion of the workforce from Ethnic Minority Communities

Actual 2002/03	Actual 2003/04	Target
21.1%	24.6%	22%

Proportion of workforce from Ethnic Minority Communities by department	
Chief Executive's Office	19.5%
Education & Lifelong Learning	24.5%
Housing	27.4%
Regeneration & Culture	18.4%
Resources Access & Diversity	27.2%
Social Care & Health	30.1%

### Workforce categorised by Race

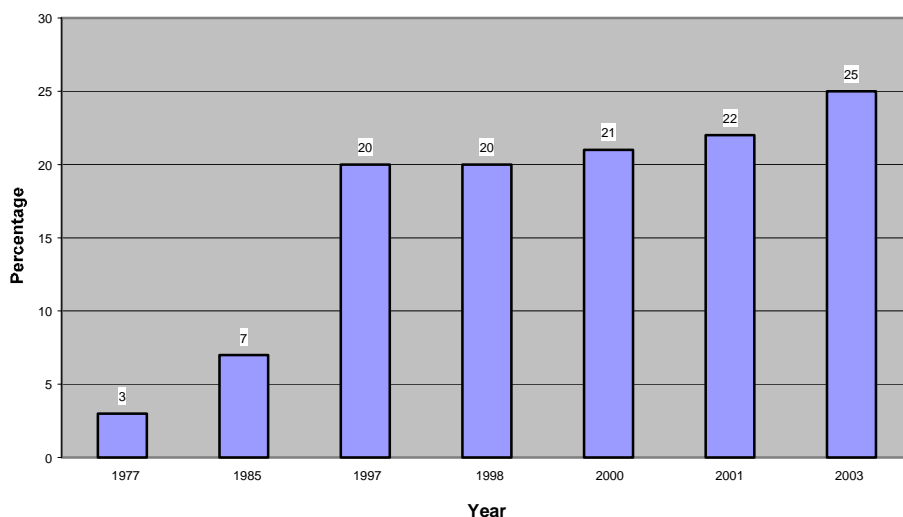
	White	Mixed	Asian/ Asian British	Black/ Black British	Chinese/ Other	Unknown
Chief Executive's Office	80.5%	0.0%	14.6%	4.9%	0.0%	0.0%
Education & Lifelong Learning	75.5	1.2	21.2	2.1	0.0	0.0
Housing	72.7	0.0	21.4	4.4	1.5	0.0
Regeneration & Culture	81.3	0.1	24.3	2.7	0.3	0.0
Resources Access & Diversity	72.6	0.1	24.3	2.7	0.3	0.0
Social Care & Health	63.2	1.7	20.1	5.0	0.4	9.6
Corporate	74.0	1.1	20.5	2.9	0.3	1.3

### Ethnic Minority Communities in the top 5% earnings bracket

Actual 2002/03	Actual 2003/04	Target
15.6%	14.4%	17%

<b>Proportion of workforce from Ethnic Minority Communities in top 5% earnings bracket by department</b>	
Chief Executive's Office	8.3%
Education & Lifelong Learning	6.8%
Housing	16%
Regeneration & Culture	11.6%
Resources Access & Diversity	14.4%
Social Care & Health	25%

**Percentage of Leicester City Council's Workforce from Ethnic Minority Communities for the period 1977-2003**



**Initiatives to promote a representative workforce**

<b>Department</b>	<b>Initiatives to promote a representative workforce</b>
Education and Lifelong Learning	Programme of surgeries and workshops to encourage BME groups into teaching, culminating in a conference held by the Education Department.
	Career paths developed for overseas trained teachers to help translate their qualifications.
	Targeting the employment of newly qualified teachers through recruitment fairs.
	'Return to teaching' course designed to support women returning after having children and to attract men into Primary and Secondary teaching where they are under represented.

Department	Initiatives to promote a representative workforce
Social Care and Health	Recruitment and retention drives focused on areas of Leicester that have high unemployment rates and with large BME populations.
	Initiatives designed to attract more BME candidates to Care Assistant roles to reflect the local population.
	Institute of Leadership and Management places guaranteed to BME staff to support career progression.
	Working in partnership with Job Centre Plus to target initiatives to attract more diverse groups, such as lone parents.
Housing	Modern Apprentice Scheme targets more young people into craft trades.
	Recruitment initiatives targeted at attracting female under representation in craft trades. Initiatives include access to a free 'women only' course for candidates.
	Work experience opportunities created to support young women into construction. Support for attendance is provided for candidates through the provision of paid childcare.
	Links with schools and the Connexions service.
Resource Access and Diversity	'Managing Diversity' is the core element of the Managers Competency framework which has been rolled out to managers. '360 degree reviews' assess a manager's ability to manage diversity as an integral part of their responsibilities.
	'Developing Tomorrow's Leaders' pilot is aimed at fast tracking women managers. The target is to develop 30 women managers.
	The Council's 'Essential Skills' strategy supports staff with English as a second language. This will open up more opportunities within the organisation and the local labour market.
	Institute of Leadership and Management Level 2 programmes aimed at frontline staff to help promotion, provides guaranteed places to BME, female and disabled staff, helping them to progress to supervisory roles.
	Three Institute of Leadership and Management Level 3 programmes were run in departments for BME and women staff looking to move from manual positions to front line management roles.
	A Career Development Strategy is being developed.

Department	Initiatives to promote a representative workforce
	Candidates with a disability are prioritised for training events. All events are positively promoted where under representation exists.
	The availability of joint Cabinet/Directors Race Equality Training.

**Appendix 7**  
**2003 Best Value Performance Indicator Customer Satisfaction Survey**

	Cultural & recreational services			Education			Environment			Housing			Planning			Personal social services			Transport		
	Satisfied	Neither	Dissatisfied	Satisfied	Neither	Dissatisfied	Satisfied	Neither	Dissatisfied	Satisfied	Neither	Dissatisfied	Satisfied	Neither	Dissatisfied	Satisfied	Neither	Dissatisfied	Satisfied	Neither	Dissatisfied
<b>Total</b>	<b>44.6</b>	<b>45.7</b>	<b>9.6</b>	<b>49.8</b>	<b>42.7</b>	<b>7.5</b>	<b>57.5</b>	<b>32.3</b>	<b>10.2</b>	<b>37.4</b>	<b>49.6</b>	<b>13</b>	<b>28.2</b>	<b>63.1</b>	<b>8.7</b>	<b>35.6</b>	<b>57.9</b>	<b>6.4</b>	<b>64.9</b>	<b>18.9</b>	<b>16.2</b>
<b>Gender</b>																					
Male	45.5	41.3	13.2	46.3	44.7	9	52.5	36.5	11	36.7	49.3	13.9	27.9	61.2	10.9	36.4	54.9	8.6	63.8	22.1	14.1
Female	43.8	50	6.3	53	40.8	6.2	62.1	28.3	9.5	37.9	49.8	12.2	28.5	64.8	6.7	34.9	60.7	4.3	65.8	16.2	18.1
<b>Age</b>																					
18-24	37	50.9	12.1	47.9	47.3	4.8	48.5	46.2	5.3	34.1	50.3	15.6	27.3	62.7	9.9	24.3	62.3	6.8	66.8	14.7	18.5
25-34	43.1	44.6	12.3	47.1	45.6	7.3	56.2	31	12.8	26.1	55.5	18.3	18.8	74.4	6.8	20.8	67.8	7.1	64.7	22.5	12.9
35-54	47.7	42	10.3	54.7	35.3	10	59.9	28.4	11.7	38.5	48.9	12.6	32	57.8	10.2	31.4	57.2	6.5	60.8	20.7	18.5
55-64	45.7	47.8	6.5	44.8	49.4	5.7	57	31	12	38.1	50.5	11.3	26.7	66.3	7	24.4	57.5	5.7	63.8	21.2	15
65+	50	47	3	48.1	45.1	6.8	64.2	27.8	7.9	52.7	41.1	6.2	36.6	57.7	5.7	34.9	43	5.6	73.4	13	13.6
<b>Ethnicity</b>																					
White	42.6	50.3	7	43.6	49.9	6.5	59.9	30.1	9.8	32.6	57	10.5	24	70.5	5.5	31.7	63.9	4.3	62.7	19.4	17.9
Mixed	56.5	26.1	17.4	76	24	0	42.9	47.6	9.5	65.2	13	21.7	29.4	58.8	11.8	60.8	39.1	0	69.2	11.5	19.2
Black	37.9	41.4	20.7	71.4	10.7	17.8	48.2	41.4	10.3	56.6	23.3	20	24.1	65.5	10.3	46.5	42.9	10.7	61.7	11.8	26.5
Asian	49.3	38.6	12.1	58.6	33.3	8.1	56.2	32.9	11	43.5	39.8	16.6	37	48.5	14.4	39.8	49.5	10.8	70.2	19.3	10.5
Chinese/ other	50	25	25	55.5	33.3	11.1	33.3	55.6	11.1	33.3	44.4	22.2	42.9	57.1	0	55.5	44.4	0	70	20	10
<b>Disability*</b>																					
Illness	47.7	45.6	6.8	46.9	46.4	6.7	59.4	29.9	10.8	46.6	38.5	14.9	27.5	62.9	9.5	45.7	47.2	7	61.6	18.4	20

	Cultural & recreational services			Education			Environment			Housing			Planning			Personal social services			Transport		
	Satisfied	Neither	Dissatisfied	Satisfied	Neither	Dissatisfied	Satisfied	Neither	Dissatisfied	Satisfied	Neither	Dissatisfied	Satisfied	Neither	Dissatisfied	Satisfied	Neither	Dissatisfied	Satisfied	Neither	Dissatisfied
No illness	44.4	45.6	10	50.9	41.4	7.7	57.2	32.7	10.1	34.2	53.6	12.2	28.9	62.7	8.3	32.2	61.7	6.2	65.7	19.3	14.9
Illness limits activities	45.9	45.8	8.4	46.2	45.5	8.4	63.5	27.7	8.8	50.6	32.9	16.5	27.7	61.9	10.4	46.7	44.7	8.5	64.1	18.5	17.4
Illness doesn't limit activities	50	50	0	40	55.6	4.4	44.9	36.7	18.3	26.8	58.5	14.6	23.1	69.2	7.7	34.2	63.4	2.4	56.4	14.5	29.1

\* These are notional indicators of disability. The survey did not specifically ask respondents to indicate whether they considered themselves to have a disability.