

Leicester  
City Council

WARDS AFFECTED  
All wards

## **FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:**

Cabinet

26<sup>th</sup> September 2005

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### **Equality Standard for Local Government – Draft Project Plan for Consolidating Level Three and for Achieving Level Four**

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## **REPORT OF THE CORPORATE DIRECTOR OF RESOURCES, ACCESS AND DIVERSITY**

### **1.0 PURPOSE OF REPORT**

Cabinet are asked to confirm the Council's continued commitment to the Equality Standard for Local Government as a framework for improving performance in mainstreaming Equalities. Cabinet are also asked to support the further investment that is required to implement the project plan attached to this report as appendix one, support the target of 31<sup>st</sup> October 2007 for achieving Level 4 of the Standard, and to support in principle the establishment of an external scrutiny function, in line with the proposals set out in appendix three of this report.

### **2.0 SUMMARY**

The report sets out the activities required for the Council to achieve Level 4 of the Equality Standard. It is based on recommendations of the Assessors report arising from the external validation of Level Three, and on the requirements of Level Four of the Standard.

### **3.0 RECOMMENDATIONS**

The Cabinet are asked to:

- Confirm the Council's continued commitment to the Equality Standard for Local Government as a framework for improving performance in mainstreaming Equalities;
- Support the further investment that is required to implement the project plan attached to this report as appendix one;
- Support the target of 31<sup>st</sup> October 2007 for achieving Level 4 of the Standard, which will be subject to regular six monthly reviews using progress reports arising from internal self assessment; and

- Support in principle the establishment of an external scrutiny function, which is a requirement of Level 4, which will be developed in consultation with Members, and which can be the subject of a future report to Cabinet if Members wish.

#### 4.0 FINANCIAL AND LEGAL IMPLICATIONS

##### 4.1 Financial Implications

On the basis of the project plan attached, in order to achieve Level Four, a budget of £15,500 will be required, to be met by the Chief Executive's Office. Please note, that this does not include the officer costs for undertaking the work required for the remaining Equality Impact Assessments and consultation, nor the resource implications of undertaking the Job Evaluation and the monitoring of contracts.

<b>Equality Standard - Key Areas of Work, 2005 – 2007</b>	<b>Estimated Costs</b>
Expanding scope of Standard to include Age, Sexual orientation, Religion and Belief - training for 24 Officers.	£1500
Equality Impact Assessments – securing independent equality advisors to work on EIAs. Engagement with the Equality Standard - Cost of employing LREC and LCIL etc to work on agreed programme of EIAs.	£2000 (speak to Lee about how this needs to be approached and funded)
Disability Bill (coming into force in December 2006) - training for 24 Officers	£1000
Engagement with the Equality Standard - Training and involvement of key stakeholders, community reps and staff groups.	£500
Consultation and negotiation processes; Development of external scrutiny Systems.	£1500
Produce regular monitoring reports.	£1000
Use of external validators to undertake validation – 3 days	£8000
<b>Total Budget</b>	<b>£15500</b>

(Steve Charlesworth, Head of Strategy and Development, Ext. 7495)

##### 4.2 Legal Implications

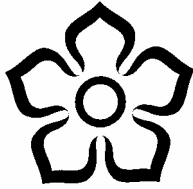
There are no legal implications arising from this Report (Guy Goodman, Assistant Head of Legal Services - ext 7054).

## 5.0 REPORT AUTHOR / OFFICER TO CONTACT:

Colin Herridge  
Policy Officer  
Chief Executives Department  
0116 252 6791  
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## 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

WARDS AFFECTED  
All Wards

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**FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:**

Corporate Equality Strategy Group	16 <sup>th</sup> May 2005
Strategic Resources Group	21 <sup>st</sup> June 2005
Corporate Directors Board	12 <sup>th</sup> July 2005
Cabinet	26 <sup>th</sup> September 2005

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**Equality Standard for Local Government – Draft Project Plan for Consolidating  
Level three and for Achieving Level Four**

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**SUPPORTING INFORMATION**

**1.0 REPORT**

The Equality Standard was adopted by the Audit Commission as a Best Value Performance Indicator in 2002. The Council adopted the Standard, and achieved Levels One and Two in October 2003 and Level Three in November 2004.

The Council has followed advice from the Employers Organisation for Local Government encouraging Councils to complete the levels one by one, building on progress, and matching each level with the appropriate investment. The Council agreed to be a pilot authority for the Equality Standard and to be externally validated for accreditation.

Validation for levels One, Two and Three were carried out by the Centre for Local Policy Studies (Liverpool) and the Council was awarded full status for all three Levels. Prior to each external validation process the Council carried out a self-assessment exercise to gather evidence to demonstrate the Council's progress against the requirements of the Standard. The project plan appended to this report recommends a process of ongoing self-assessment, with six-monthly reports supported by evidence, enabling the Council to assess its own progress, and to review its initial target of 31 October 2007 for achieving Level Four. When evidence gathered indicates that the Council has met all the requirements of Level Four, the Council could invite external validation. Such a self-assessment process is a requirement of Level Four.

To date, as a whole, the Council has been validated on its progress in mainstreaming Race Gender and Disability equality. A report supported by Corporate Equality Strategy Group at their meeting on 18<sup>th</sup> April 2005 recommended the Council expand the scope of the Equality Standard project to include age, sexual orientation, religion, and belief. The process of incorporating these areas into the Equality Standard project will require

planning, investment and training. Some departments have already made progress in incorporating the new strands into their policies and practices, which the Council needs to build on to develop a more consistent approach across all departments. The Service Director HR and Equalities is compiling a report for Directors Board on the Council's statutory duties under the forthcoming changes to current UK anti-discrimination legislation, which will be taken into consideration when developing this work.

## **1.1 The Project Plan - Consolidating at Level Three**

Part 1 of the validators report focused on Level Three of the Standard. Although the Council was awarded Level Three status, areas were identified where more work was recommended in order to meet the requirements of the Standard consistently across the whole organisation. These were:

- The development of Equality objectives within departments and service areas to meet any identified adverse impact or unmet need arising from EIAs, and the setting of Equality targets based on those Equality objectives;
- Agreement on Equality targets with stakeholders and partners by departments and service areas;
- The completion of departmental equality action plans, and how they incorporate performance indicators to help measure progress against targets. The endorsement of the plans by Members and Directors as appropriate;
- Evidence of action on achieving Employment pay and service delivery targets being started;
- Service level and employment objectives and targets made available for consultation and scrutiny;
- Interpretation and translation services made available for consultation and scrutiny events;
- Full and systematic consultation being undertaken in departments, as part of EIAs, and as part of objective and target setting;
- Publishing how, where and when action on targets will start;
- Service plans specifically addressing the importance of removing barriers, accessibility of services and making 'reasonable adjustments' in the provision of services;
- The allocation of appropriate resources to achieve targets;
- Structures of responsibility within departments and service areas established to progress action plans and EIA derived objectives;
- Timetables set within action plans for creating/adapting mechanisms to capture equality monitoring data within service areas;
- Where contracts are let, equality targets being met by contractors. Where agencies deliver services on behalf of the Council, contracts to include a requirement to deliver an effective and appropriate service, fairly and

without unlawful discrimination. contracts are being monitored to secure equal employment and equal service delivery targets;

- Employment equality targets for recruitment, staff retention and workforce profiles are being set;
- Policies and procedures associated with equality being part of staff handbook and being understood by staff;
- Staff and members being aware of departmental and service area action plans and the implications for services and employment;
- Training provided for managers on the implementation of the Standard with contractors and partners. Training on the Equality Standard, setting service objectives, action planning, and monitoring, being consistent with the training arrangements set out in the Race Equality Scheme, and being available for all staff involved in recruitment. Training for all staff on the detailed implementation of the Equality Standard provided, including action plans and updates on legal and other developments;
- Equality objectives and targets built into management appraisal mechanisms;
- Information and appropriate training on action plans provided to support the scrutiny process;
- Establishing a system of guidance and training on relevant equality issues to short-listing panels and interviewers.

## **1.2 The Project Plan - Achieving Level Four**

The project plan attached as Appendix one, outlines the key activities and timetables for progress required to achieve Level Four and presents an accurate reflection of the effort required to deliver the main activities as listed below. Some activities are already underway as part of other work. The project plan and support arrangements put in place by the Equality Standard Steering Group (ESSG) ensures that areas of work identified by the validators are being addressed.

The main activities required to achieve Level Four are:

### **a) Organisational:**

- Develop proposals for building Age, Sexual Orientation, Religion and belief into the scope of the Equality Standard project, covering service delivery as well as Employment;
- Clarify the working relationship between ESSG and CESC particularly in the areas of decision making, resources and capacity;
- Agree the monitoring information the Council should collect, and the purpose for that information, and review data collected by departments;

### **b) Equality Impact Assessments:**

- Regularly evaluate Equality Impact Assessments;
  - Build external scrutiny into the EIA process;
  - Review the criteria and process for prioritisation of EIAs;
  - List all service areas, functions and policies to receive an EIA;
  - Develop and implement a plan to complete EIAs across the Council;
- c) Self Assessment:
- Develop and implement a process of ongoing internal self assessment, with six monthly reports based on evidence collected, to review the Council's initial target for achieving Level Four, and to indicate when the Council has met the requirements of Level Four and is ready to invite external validation.
- d) Performance Management:
- Ensure that the Council's Performance Management System will meet the requirements of Level Four of the Standard, i.e. that monitoring data captured by departments can be used to produce selective monitoring reports for internal and external scrutiny;
  - Ensure the service planning process takes account of Equality objectives and targets arising from Equality Impact Assessments.
- e) Consultation and Scrutiny:
- Review the Council's processes for consultation to improve how the results of consultation informs policy objectives and targets;
  - Agree a methodology for the external scrutiny of the Equality planning process, i.e. EIAs, Equality objective and target setting, monitoring and review;
  - Develop an inter-departmental scrutiny function and facilitate the sharing of good practice and learning.
- f) Community Cohesion:
- Develop a clear strategic vision of how the Equality Standard is to support the Community Cohesion Strategy.
- g) Procurement:
- Build the requirements of Level Four of the Standard into procurement and contracting out arrangements.
- h) Employment and Training:
- Conduct the Job Evaluation;
  - Implement the Equal pay policy in line with the findings of the Job Evaluation Scheme, and monitor and review the effects of its implementation;

- Report on the implementation of Job Evaluation recommendations;
- Use existing or adapted personnel information systems and H & D Complaints to provide and monitor Equality data relating to Human Resources targets, recruitment, promotion, training, grievances, disciplinary action, appraisal, dismissal and other reasons for leaving, retention and equal pay;
- Monitor the use of personnel procedures by all Equality groups and use data captured to inform the review of policy objectives and targets;
- Monitor the number of staff from all Equality groups leaving employment and their reasons for leaving, and report findings;
- Use Equality monitoring reports to assess whether the Council's employment profiles more closely fit the profile of the local labour market area;
- Incorporate the training requirements of Level Four of the Equality Standard into Existing management development programmes where appropriate.

### **1.3 Roles and Responsibilities**

The Executive arrangements for the project are:

Project Board - Andrew Cozens and CESG  
Responsibility: corporate ownership of the project.

Project Director - Ian McBride  
Responsibility: provide a strategic policy steer to the project.

Project Manager - Colin Herridge  
Responsibility: organise the operational aspects of the project.

Policy Assistant Support – Beverley Hughes  
Responsibility: assist with administrative arrangements.

Project Members - Members of the ESSG: Dee Martin (LCIL and LEDP), Kamaljit Obhi, Pete Lambert, Daxa Patel, Lata Allman, Gurjit Minhas, Sukhi Biring, Liz Silver, Dave Towers, Steve Barney, Austin Roberts, Lee Harrison.  
Responsibility: implement activities of the project

## **2 FINANCIAL, LEGAL AND OTHER IMPLICATIONS**

### **2.1 Financial Implications**

On the basis of the project plan attached, in order to achieve Level Four, a budget of £15,500 will be required, to be met by the Chief Executive's Office. Please note, that this does not include the officer costs for undertaking the work required for the remaining Equality Impact Assessments and consultation, nor the resource implications of undertaking the pay review and the monitoring of contracts.



<b>Equality Standard - Key Areas of Work, 2005 – 2007</b>	<b>Estimated Costs</b>
Expanding scope of Standard to include Age, Sexual orientation, Religion and Belief - training for 24 Officers.	£1500
Equality Impact Assessments – securing independent equality advisors to work on EIAs. Engagement with the Equality Standard - Cost of employing LREC and LCIL etc to work on agreed programme of EIAs.	£2000 (speak to Lee about how this needs to be approached and funded)
Disability Bill (coming into force in December 2006) - training for 24 Officers	£1000
Engagement with the Equality Standard - Training and involvement of key stakeholders, community reps and staff groups.	£500
Consultation and negotiation processes; Development of external scrutiny Systems.	£1500
Produce regular monitoring reports.	£1000
Use of external validators to undertake validation – 3 days	£8000
<b>Total Budget</b>	<b>£15500</b>

(Steve Charlesworth, Head of Financial Strategy and Development, Ext 7495)

## 2.2 Legal Implications

There are no legal implications arising from this Report (Guy Goodman, Assistant Head of Legal Services - ext 7054).

## 2.3 Other Implications

<b>OTHER IMPLICATIONS</b>	<b>YES/NO</b>	<b>Paragraph Within Supporting information</b>	<b>References</b>
Equal Opportunities	Yes	Focus of project.	
Policy	Yes	Expansion of scope of project will have policy implications.	
Sustainable and Environmental	No		
Crime and Disorder	No		

Human Rights Act	No	
Elderly/People on Low Income	Yes	Expansion of scope will cover Age.

### 3 BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972

- Formal validation report for Level Three.
- Equality Standard Framework for Level Four.

### 4 CONSULTATIONS

- Corporate Directors Board;
- Strategic Resources Group;
- Corporate Equality Strategy Group;
- Corporate Equality Standard Steering Group;
- Andrew Cozens, Director Social Care and Health;
- Ian McBride – Service Director HR and Equalities;
- Equality and Diversity Partnership;
- Council departments;
- Equality Officers;
- Disabled Employees Group.

### 5 REPORT AUTHOR

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## Appendix 1

### Equality Standard for Local Government

#### Project Plan – Consolidation at Level Three and Achieving Level Four

	Activity	Start	Finish	Lead
<b>Organisational</b>				
<b>1</b>	Revise the terms of reference for the Equality Standard Steering Group to align with the project	01/03/05	Final draft to Steering Group 14/04/05	Colin Herridge
<b>2</b>	Produce a report to CESG to obtain a strategic decision on whether the Council should build Age, Sexual Orientation, Religion and belief into the scope of the Equality Standard project, and whether it should cover service delivery as well as Employment	18/04/05	18/04/05	Prabjit Kullar
<b>3</b>	Subject to the outcome of the above report, implement the strategic decision, i.e. develop proposals for building Age, Sexual Orientation, Religion and belief into the scope of the Equality Standard project	01/05/05	Report to CESG and DB 9/05, corporate policy and guidance produced 06/06	Irene Kszyk
<b>4</b>	Develop a project plan to consolidate the Council's current position at Level Three, and to achieve Level Four of the Standard	01/12/04	ESSG 14/4/05, CESG 16/5/05, SRG 21/6/05, CDB 12/7/05	Colin Herridge
<b>5</b>	Present regular progress reports to CESG and Resources and Equal Opportunities Scrutiny Committee	31/10/05	30/4/06, 31/10/06, 30/4/07, 31/10/07	Colin Herridge
<b>6</b>	Clarify the working relationship between ESSG and CESG particularly in the areas of decision making, resources and capacity	01/07/05	30/11/05	Irene Kszyk
<b>7</b>	Present report to CESG, and liaise with stakeholders, to agree the monitoring information the Council should collect, and the purpose for the information	01/06/05	30/09/05	Colin Herridge
<b>8</b>	Subject to the outcome of the above decision, review monitoring data collected by departments in line with the CESG decision,	01/10/05	31/03/06	Equality Advisors

	<b>Activity</b>	<b>Start</b>	<b>Finish</b>	<b>Lead</b>
	and with stakeholders requirements			
<b>Equality Impact Assessments</b>				
<b>9</b>	Carry out regular evaluations of Equality Impact Assessments undertaken, and report on changes made and on progress of objectives and targets to CESH and SRG	report on evaluation of sample first tranche EIAs for 21/11/05 CESH. Prepare report on progress of objectives and targets for 21/11/05 CESH. First evaluation of Tranche 1 EIAs 30/06/05	Six monthly reports, 31/5/06, 30/11/06, 31/05/07, 30/11/07	Irene Kszyk
<b>10</b>	Build the use of independent Equality advisors into the EIA process as a form of external scrutiny, and as a source of good practice	17/02/05	Ongoing	Irene Kszyk, Equality Officers with Leicester Equality and Diversity Partnership
<b>11</b>	Review the criteria and process used to prioritise which service areas or policies are to receive an Equality Impact Assessment, and develop a corporate approach to prioritisation which ensures consistency with the Race Equality Scheme	01/06/05	Criteria and corporate approach to prioritisation in place, 31/7/05	Irene Kszyk
<b>12</b>	Identify all service areas, functions and policies across the Council, which will be subject to an EIA, and review the list annually. Develop and implement a programme for the completion of all known EIAs and review annually	01/06/05	31/08/05 to produce the list, 30/09/05 for departments to produce their programmes, 10/07 to	Irene Kszyk

	<b>Activity</b>	<b>Start</b>	<b>Finish</b>	<b>Lead</b>
			complete EIAs	
<b>Self Assessment</b>				
<b>13</b>	Develop and implement a programme of ongoing internal self assessment, to review the Council's target of achieving Level Four by 31 October 2007, and to assess when the Council has met all the requirements of Level Four	First six monthly self assessment beginning 1/10/05 with report to Directors Board January 06	Dates for further reports to be confirmed for 6/06, 12/06, 6/07 and 12/07	Colin Herridge
<b>Performance Management</b>				
<b>14</b>	Ensure that the Council's Performance Management System meets the requirements of Level Four of the Standard, i.e. that monitoring data captured by departments can be used to produce selective monitoring reports for internal and external scrutiny	01/05/05	31/05/07	Geoffrey Payne
<b>15</b>	Ensure the service planning process takes account of Equality objectives and targets arising from Equality Impact Assessments. Where EIAs have not been undertaken, include objectives and targets derived from Corporate Equality priorities in service plans	31/10/05 for first assessment	Ongoing	Margaret Frith
<b>Consultation and Scrutiny</b>				
<b>16</b>	Review the Council's processes for consultation to improve how the results of consultation informs policy objectives and targets	01/06/05	Ongoing	Trish Roberts-Thomson with Public Consultation and Research Group
<b>17</b>	Produce a report to Corporate Directors Board to agree a methodology for the external scrutiny of the Equality planning process, i.e. EIAs, Equality objective and target setting, monitoring and review	01/07/05	Proposals supported by CESHG 16/5/05, SRG on 21/6/05 and CDB on 12/7/05. First meeting of external forum by 31/05/06	Irene Kszyk

	<b>Activity</b>	<b>Start</b>	<b>Finish</b>	<b>Lead</b>
<b>18</b>	Develop an inter-departmental scrutiny function and facilitate the sharing of good practice and learning	01/07/05	Ongoing	Lead from ESSG?
<b>Community Cohesion</b>				
<b>19</b>	Develop a clear strategic vision of how the Equality Standard is to support the Community Cohesion Strategy	01/02/05	31/10/05	Monica Glover
<b>Procurement</b>				
<b>20</b>	Build the requirements of Level Four of the Standard into procurement and contracting out arrangements, including the tender list policy under review	01/02/05	31/08/05	Sue Oliver
<b>Employment and Training</b>				
<b>21</b>	Conduct Pay Review	01/10/05	01/10/06	Mike Powell
<b>22</b>	Implement the Equal pay policy in line with the findings of the pay review, and monitor and review the effects of its implementation	01/10/06	01/01/07	Mike Powell
<b>23</b>	Report on the implementation of pay review recommendations	01/01/07	01/06/07	Mike Powell
<b>24</b>	Use existing or adapted personnel information systems and H & D Complaints to provide and monitor Equality data relating to Human Resources targets, recruitment, promotion, training, grievances, disciplinary action, appraisal, dismissal and other reasons for leaving, retention and equal pay	01/12/05	30/6/06, 31/12/06, 30/6/07, 31/12/07 (to fit into existing reporting timetable)	Mike Powell
<b>25</b>	Monitor the use of personnel procedures by all Equality groups and use data captured to inform the review of policy objectives and targets	01/12/05	30/6/06, 31/12/06, 30/6/07, 31/12/07 (to fit into existing reporting timetable)	Mike Powell
<b>26</b>	Monitor the number of staff from all Equality groups leaving employment and their reasons for leaving, and report findings	01/12/05	30/6/06, 31/12/06, 30/6/07, 31/12/07 (to fit into existing reporting timetable)	Mike Powell
<b>27</b>	Use Equality monitoring reports to assess whether the Council's employment profiles more closely fit the profile of the local labour market area	01/12/05	30/6/06, 31/12/06, 30/6/07, 31/12/07 (to fit into	Mike Powell

	<b>Activity</b>	<b>Start</b>	<b>Finish</b>	<b>Lead</b>
			existing reporting timetable)	
<b>28</b>	Incorporate the training requirements of Level Four of the Equality Standard into existing management development programmes where appropriate.	01/05/05	Completion of departmental training programmes.	Equality/Training Officers for departmental training.

**Appendix Two**  
**Equality Standard for Local Government**  
**Project Identification Document**

**14 April 2005**

**1.0 PURPOSE**

The Equality Standard for Local Government was adopted by the Audit Commission as a Best Value Performance Indicator in April 2002. It was adopted by Leicester City Council in July 2002 as a framework for achieving an integrated and mainstreamed approach to equalities for the delivery of services and employment practice.

1.2 The Council achieved Level Three of the Standard in November 2004. This project aims to build on the excellent work already undertaken and to provide a plan for achieving Level Four of the Standard.

**2.0 OBJECTIVES**

The aim of this project is to consolidate the Council's position at Level Three of the Equality Standard as confirmed through the validation process in November 2004, and to provide a plan for achieving Level Four.

The key objectives of the project are that:

- At each six monthly reporting stage using evidence gathered from ongoing internal self assessment, the Council as a whole will be able to demonstrate its progress against the requirements of Level Four of the Equality Standard.
- Equality Impact Assessments will be fully integrated into the service planning process, enabling the Council to better plan and respond to any adverse impact or unmet needs;
- A fully resourced programme to complete Equality Impact Assessments will have been implemented, and a minimum of 80% will have been completed;
- The Council's Performance Management System will have been tried and tested, producing regular Employment pay and service delivery monitoring reports to CESG, internal and external scrutiny functions using monitoring data captured by departments in relation to Equality targets;
- Issues arising from consultation and scrutiny are fed into the process of reviewing Equality policy objectives and targets;
- Proposals for an external scrutiny function will have been agreed and the function will be in operation;



- The Council has implemented a strategy to align the continued delivery of Equalities programmes, including the Equality Standard, with the Community Cohesion project;
- The requirements of Level Four of the Equality Standard are embedded into the Council's procurement and contracting arrangements;
- The Council's Equal Pay Policy has been implemented in line with the findings of the Job Evaluation Scheme, and the effects of this are being monitored and reviewed.

### **3.0 SCOPE**

This project focuses on the continued implementation of the Equality Standard for Local Government across the Authority as a framework for achieving an integrated and mainstreamed approach to equalities for the delivery of services and employment practice.

The project provides a plan for consolidating the Council's position of Level Three of the Standard, as confirmed through the external validation process undertaken in November 2004, and for planning and implementing the requirements of the Standard in order to achieve Level Four.

The project focuses on the mainstreaming of Race, Gender, Disability, age, sexual orientation, religion and belief in line with the proposed revised version of the Equality Standard, and in line with the proposed portfolio of the planned Commission for Equalities and Human Rights.

The progress of the project will be monitored through an ongoing internal self-assessment process. A report will be produced every six months using evidence gathered to indicate the Council's progress against the requirements of the Standard. The six monthly audit will provide an opportunity for the Council to review its initial target for achieving Level Four. When the Council has judged itself as having met the requirements of Level For then external validation can be invited.

### **4.0 STRUCTURE**

The project will have the following overall structure:

- Project sponsor – Andrew Cozens representing Corporate Equality Strategy Group and Strategic Resources Group
- Project Executive – Ian McBride, Service Director HR and Equalities
- Project manager – Colin Herridge
- Project Members – Austin Roberts, Lee Harrison, Dee Martin, Lata Allman, Daxa Patel, Gurjit Minhas, Sukhi Biring, Liz Silver, Kamjit Obhi, Pete Lambert, David Towers, Steve Barney.

## 5.0 DELIVERABLES

- Development of a project plan for the consolidation of the Council's position at Level Three of the Standard, and for the achievement of Level Four;
- Report to CESH, SRG and Corporate Directors Board to seek commitment to the adoption of the project plan;
- Report to CESH to seek clarification regarding widening the scope of the Equality Standard project to incorporate Age, Sexual orientation, Religion and Belief;
- Action plan to implement the above strategic decision;
- Report to CESH to seek clarification of what types of monitoring information will be required to enable the Council to measure progress against EIA derived targets;
- Report to CESH, SRG and CDB setting out proposals for an external scrutiny function to scrutinise the Equality planning process, i.e. EIAs, setting Equality objectives and targets, monitoring and review;
- Regular progress reports to CESH and to Resources and Equal Opportunities Scrutiny Committee;
- Regular evaluation reports to CESH to track EIA derived Equality objectives and progress against targets;
- Completion of Equality Impact Assessments within the Service Planning process;
- Regular corporate reports to ESSG, CESH and SRG from ongoing self assessment, to determine whether the Council has met all the requirements of Level Four of the Standard, and to enable the Council to review its initial target of achieving Level Four by Autumn 2007;
- The employment of consultants to undertake an external validation once internal self-assessment has confirmed the Council has met all the requirements of Level Four of the Standard.

## 6.0 TIME SCALES

The following targets are incorporated in the Project Plan and need to be met:

Activity	Target Finish Date
Revise the terms of reference for the Equality Standard Steering Group to align with the project;	Final draft to Steering Group 14/04/05
Produce a report to CESH to obtain a strategic decision on whether the Council should build Age, Sexual Orientation, Religion and belief into the scope of the Equality Standard project, and whether it should cover service delivery as well as Employment;	18/04/05
Subject to the outcome of the above report, implement the strategic decision, i.e. develop proposals for	Report to CESH and DB 9/05, corporate policy and guidance

Activity	Target Finish Date
building Age, Sexual Orientation, Religion and belief into the scope of the Equality Standard project;	produced 06/06
Develop a project plan to consolidate the Council's current position at Level Three, and to achieve Level Four of the Standard;	ESSG 14/4/05, CESH 16/5/05, SRG 21/6/05, CDB 12/7/05
Clarify the working relationship between ESSG and CESH particularly in the areas of decision making, resources and capacity;	30/11/05
Present report to CESH, and liaise with stakeholders, to agree the monitoring information the Council should collect, and the purpose for the information;	30/09/05
Subject to the outcome of the above decision, review monitoring data collected by departments in line with the CESH decision, and with stakeholders requirements;	31/03/06
Carry out regular evaluations of Equality Impact Assessments undertaken, and report on changes made and on progress of objectives and targets to CESH and SRG;	Six monthly reports, 31/5/06, 30/11/06, 31/05/07, 30/11/07
Build the use of independent Equality advisors into the EIA process as a form of external scrutiny, and as a source of good practice;	Ongoing
Review the criteria and process used to prioritise which service areas or policies are to receive an Equality Impact Assessment, and develop a corporate approach to prioritisation which ensures consistency with the Race Equality Scheme;	Criteria and corporate approach to prioritisation in place, 31/7/05
Identify all service areas, functions and policies across the Council, which will be subject to an EIA, and review the list annually. Develop and implement a programme for the completion of EIAs and review annually;	31/08/05 to produce the list, 30/09/05 for departments to produce their programmes, , 10/07 to complete EIAs
Develop and implement a process of ongoing internal self assessment which will use evidence gathered to assess when the Council has met the requirements of Level Four of the Standard, and which will provide an opportunity to review the Council's initial target of Autumn 2007 for achieving Level Four of the Standard;	30/06/06, 31/12/06, 30/06/07, 31/12/07
Ensure that the Council's Performance Management System meets the requirements of Level Four of the Standard, i.e. that monitoring data captured by departments can be used to produce selective monitoring reports for internal and external scrutiny;	31/05/07
Ensure the service planning process takes account of Equality objectives and targets arising from Equality Impact Assessments. Where EIAs have not been undertaken, include objectives and targets derived from Corporate Equality priorities in service plans;	Ongoing
Review the Council's processes for consultation to improve how the results of consultation informs policy	Ongoing

<b>Activity</b>	<b>Target Finish Date</b>
objectives and targets;	
Produce a report to CESG, SRG and CDB to agree a methodology for the external scrutiny of the Equality planning process, i.e. EIAs, Equality objective and target setting, monitoring and review;	Proposals supported by CESG 16/5/05, SRG on 21/6/05 and CDB on 12/7/05. First meeting of external forum by 31/05/06
Develop an inter-departmental scrutiny function and facilitate the sharing of good practice and learning;	Ongoing
Develop a clear strategic vision of how the Equality Standard is to support the Community Cohesion Strategy;	31/10/05
Build the requirements of Level Four of the Standard into procurement and contracting out arrangements, including the tender list policy under review;	31/08/05
Conduct Job Evaluation	01/10/06
Implement the Equal pay policy in line with the findings of the Job Evaluation Scheme, and monitor and review the effects of its implementation;	01/01/07
Report on the implementation of Job Evaluation recommendations;	01/06/07
Use existing or adapted personnel information systems and H & D Complaints to provide and monitor Equality data relating to Human Resources targets, recruitment, promotion, training, grievances, disciplinary action, appraisal, dismissal and other reasons for leaving, retention and equal pay;	30/6/06, 31/12/06, 30/6/07, 31/12/07 (to fit into existing reporting timetable)
Monitor the use of personnel procedures by all Equality groups and use data captured to inform the review of policy objectives and targets;	30/6/06, 31/12/06, 30/6/07, 31/12/07 (to fit into existing reporting timetable)
Monitor the number of staff from all Equality groups leaving employment and their reasons for leaving, and report findings;	30/6/06, 31/12/06, 30/6/07, 31/12/07 (to fit into existing reporting timetable)
Use Equality monitoring reports to assess whether the Council's employment profiles more closely fit the profile of the local labour market area;	30/6/06, 31/12/06, 30/6/07, 31/12/07 (to fit into existing reporting timetable)
Incorporate the training requirements of Level Four of the Equality Standard into existing management development programmes where appropriate.	Completion of departmental training programmes.

## **7.0 METHOD STATEMENT**

The Council has worked with DIALOG, the Equalities arm of the Employers Organisation for Local Government, as a pilot authority throughout its implementation of the Standard.

The project Manager will work in close partnership with departments through the Equality Standard Steering Group to deliver against the Project Plan, and will work under Prince Performance Management methodology.

At regular six monthly intervals the Council will produce progress reports using evidence gathered from its ongoing internal self-assessment process. This will give the Council an opportunity to review its initial target of achieving Level Four of the Standard by Autumn 2007. When a six-monthly audit report indicates that the Council has met all the requirements of Level Four, the Council will invite external validation.

Formal approval for the Project Plan will be obtained from Corporate Equality Strategy Group, Strategic Resources Group and Corporate Directors Board.

Progress against the Project Plan will be reported to Corporate Equality Strategy Group on a regular six monthly basis.

## 8.0 RESOURCES

a) The project has the following resource implications:

- Colin Herridge (Project Manager) 3 days per week;
- Policy Assistant (if available) 1 day per week;
- Ian McBride, Service Director HR & Equalities – Corporate Lead on Equalities, Chair of ESSG, Deputy Chair of CESG;
- Consultants to undertake external validation, 3 days for assessment, final report and presentation of findings – approx £8000;
- Project members represented on Corporate Equality Standard Steering Group (ESSG) – co-ordination and implementation of Equality Standard – 6 meetings of ESSG per year.
- Equality Officers – to co-ordinate departmental activities to implement the project plan;
- Corporate Equality Strategy Group (CESG) – Decision making forum on equalities, to receive reports in line with Project Plan.

b) Specific resources to implement Project Plan; -

	Activity	Resource Implications
<b>Organisational</b>		
<b>1</b>	Revise the terms of reference for the Equality Standard Steering Group to align with the project;	Colin Herridge, approved by ESSG 14.4.05
<b>2</b>	Produce a report to CESG to obtain a strategic decision on whether the Council should build Age, Sexual Orientation, Religion and belief into the scope of the Equality Standard	Prabjit Kullar, approved by CESG on 18.4.05

	<b>Activity</b>	<b>Resource Implications</b>
	project, and whether it should cover service delivery as well as Employment;	
<b>3</b>	Subject to the outcome of the above report, implement the strategic decision, i.e. develop proposals for building Age, Sexual Orientation, Religion and belief into the scope of the Equality Standard project;	Policy Officer to lead, Equality Officer time to feed into corporate action plan and to develop departmental action plan, to deliver presentations in departments to DMTs, to work with training offices to deliver amended training at all levels and briefings on changes to legislation, EIA process, Employment and service delivery, to support managers through integrating the holistic approach into the EIA process, to create communication to raise general awareness, support to address the practical implications for staff etc
<b>4</b>	Develop a project plan to consolidate the Council's current position at Level Three, and to achieve Level Four of the Standard;	Resources to consolidate the Council's position by continuing with Level Three work, in addition to meeting the demands of expanding the scope of the Standard and implementing the Level Four agenda
<b>5</b>	Present regular progress reports to CESG and Resources and Equal Opportunities Scrutiny Committee;	Time and departmental resources to input into corporate reports, to co-ordinate a departmental response and to consult with managers in departments
<b>6</b>	Clarify the working relationship between ESSG and CESG particularly in the areas of decision making, resources and capacity;	Irene Kszyk to lead, Irene to work with ESSG to ensure resources and capacity issues are addressed
<b>7</b>	Present report to CESG, and liaise with stakeholders, to agree the monitoring information the Council should collect, and the purpose for the information;	Time and departmental resources to input into corporate report, to co-ordinate a departmental response and to consult with managers, to undertake consultation with stakeholders through corporate and departmental mechanisms
<b>8</b>	Subject to the outcome of the above decision, review monitoring data collected by departments in line with the CESG decision, and with stakeholders requirements;	Equality Officers to support managers in ensuring changes to data collection requirements are implemented, nominated officers in each department to enter required progress data related to Equality targets incorporated in Service Plans into Performance Management System
<b>Equality Impact Assessments</b>		
<b>9</b>	Carry out regular evaluations of Equality Impact Assessments	Policy Officer to carry out evaluation and produce regular reports, Equality

	<b>Activity</b>	<b>Resource Implications</b>
	undertaken, and report on changes made and on progress of objectives and targets to CESG and SRG;	Officers to input into corporate reports, to work with managers to produce a departmental response, to consult with Service Directors and managers with regard to monitoring updates on Service Plans and action plans, and to provide updates on outstanding objectives and targets
<b>10</b>	Build the use of independent Equality advisors into the EIA process as a form of external scrutiny, and as a source of good practice;	Irene Kszyk to consult with stakeholders, to develop an agreed plan of action to involve the external advisors in an agreed number of EIAs, Equality Officers to work with advisors and to support managers on EIAs, resources to fund the overall involvement of advisors and to develop a corporate resource of learning and information;
<b>11</b>	Review the criteria and process used to prioritise which service areas or policies are to receive an Equality Impact Assessment, and develop a corporate approach to prioritisation which ensures consistency with the Race Equality Scheme;	Irene Kszyk to develop corporate criteria for prioritisation, Equality Officers to feed into the development of corporate criteria, and to support managers and staff to identify high, medium and low service specific priorities
<b>12</b>	Identify all service areas, functions and policies across the Council, which will be subject to an EIA, and review the list annually. Develop and implement a programme for the completion of all known EIAs and review annually;	Irene Kszyk to lead, Equality Officers to support managers and team members to agree a departmental list, and high, medium and low priority, and to develop a pro-gramme for completing EIAs in departments, becoming part of the corporate pro-gramme, to support managers to complete the second tranche of EIAs in time to feed objectives and targets into service planning, or where EIAs have not been undertaken to allocate resources in service plans to undertake EIAs in accordance with the department's programme
<b>Self Assessment</b>		
<b>13</b>	Develop and implement a programme of ongoing internal self assessment to assess when the Council is ready to advance to the next level of the Standard;	Colin Herridge to develop self assessment template, Equality Officers to support managers to gather evidence against the criteria in the template for each service, Equality Officers to feed into regular corporate audit reports at six monthly intervals, to DMTs to agree action points, managers to implement action points and to judge any resulting improvement to service

	<b>Activity</b>	<b>Resource Implications</b>
<b>Performance Management</b>		
<b>14</b>	Ensure that the Council's Performance Management System meets the requirements of Level Four of the Standard, i.e. that monitoring data captured by departments can be used to produce selective monitoring reports for internal and external scrutiny;	Geoffrey Payne to review Performance Management System and to ensure the system can produce regular progress reports for Equality targets, for a variety of audiences, demonstrating progress against Equality targets in Service Plans or service action plans, managers to identify which targets are priority and therefore go into service plans and to ensure remaining targets go into appropriate service action plans, Equality Officers to assist managers to develop Performance indicators to measure progress against Equality targets, nominated officers in departments to ensure the relevant progress monitoring data is entered into the Performance Management System
<b>15</b>	Ensure the service planning process takes account of Equality objectives and targets arising from Equality Impact Assessments. Where EIAs have not been undertaken, include objectives and targets derived from Corporate Equality priorities in service plans;	Austin Roberts to lead, Heads of Performance to take responsibility for process in departments, Equality Officers to support managers and Planning Officers to identify priority targets arising from EIAs and to incorporate them into service plans, and to incorporate the remaining targets in service action plans. Where an EIA has not been undertaken, Equality Officers to support managers and planning officers to incorporate EIAs into the next service plan, including the necessary resources;
<b>Consultation and Scrutiny</b>		
<b>16</b>	Review the Council's processes for consultation to improve how the results of consultation informs policy objectives and targets;	Trish Roberts-Thomson to lead, with Public Consultation and Research Group to undertake assessment of consultation informing policy objectives and targets, Equality Officers to work with managers and Planning Officers to provide examples of consultation with stakeholders, and to evidence 2-way consultation and feedback where the results of consultation are informing policy;
<b>17</b>	Produce a report to CESG to agree a methodology for the external scrutiny of the Equality planning process, i.e. EIAs, Equality objective and target setting, monitoring and review;	Irene Kszyk to lead, Equality Officers to liaise with managers to develop a departmental response to feed into the corporate report. Training for members of any scrutiny function may be required. Ongoing resources for servicing any scrutiny group, and



	<b>Activity</b>	<b>Resource Implications</b>
		existing groups which may already exist, will be required;
<b>18</b>	Develop an inter-departmental scrutiny function and facilitate the sharing of good practice and learning;	Policy Officer to lead, Equality Officers through departmental Equality forums to identify good practice and learning, ESSG to share learning and to provide support to each other where resources allow;
<b>Community Cohesion</b>		
<b>19</b>	Develop a clear strategic vision of how the Equality Standard is to support the Community Cohesion Strategy;	Lee Harrison leading on EIA. Monica Glover to lead on aligning Community Cohesion to Equality Standard and to develop a strategic vision. Equality Officers to work with managers to implement the resulting departmental activities and to feed into the corporate plans.
<b>Procurement</b>		
<b>20</b>	Build the requirements of Level Four of the Standard into procurement and contracting out arrangements, including the tender list policy under review;	Julie Horrocks to lead on embedding Equalities into Procurement and contracting out arrangements using the West Midlands Common Standard as a basis. Equality Officers and departmental officers with responsibility for procurement and contracts will work with Corporate Procurement to ensure the corporate policy is implemented into all contracts let by the Council.
<b>Employment and Training</b>		
<b>21</b>	Conduct Pay Review	Mike Powell, departmental Human Resources teams/sections
<b>22</b>	Implement the Equal pay policy in line with the findings of the pay review, and monitor and review the effects of its implementation;	Mike Powell, departmental Human Resources teams/sections
<b>23</b>	Report on the implementation of pay review recommendations;	Mike Powell, departmental Human Resources teams/sections
<b>24</b>	Use existing or adapted personnel information systems and H & D Complaints to provide and monitor Equality data relating to Human Resources targets, recruitment, promotion, training, grievances, disciplinary action, appraisal, dismissal and other reasons for leaving, retention and equal pay;	Mike Powell to lead, departmental and divisional officers to feed into reports, Human Resources sections to liaise with managers to provide data, input from employee groups
<b>25</b>	Monitor the use of personnel procedures by all Equality groups and use data captured to inform the	Mike Powell, departmental Human Resources teams/sections

	<b>Activity</b>	<b>Resource Implications</b>
	review of policy objectives and targets;	
<b>26</b>	Monitor the number of staff from all Equality groups leaving employment and their reasons for leaving, and report findings;	Mike Powell, departmental Human Resources teams/sections
<b>27</b>	Use Equality monitoring reports to assess whether the Council's employment profiles more closely fit the profile of the local labour market area;	Mike Powell, departmental Human Resources teams/sections
<b>28</b>	Incorporate the training requirements of Level Four of the Equality Standard into existing management development programmes where appropriate.	Raj Patel with responsibility for Corporate Management Development training, Equality Officers and officers in departments with responsibility for manager and staff development, and for continuing departmental EIA training.

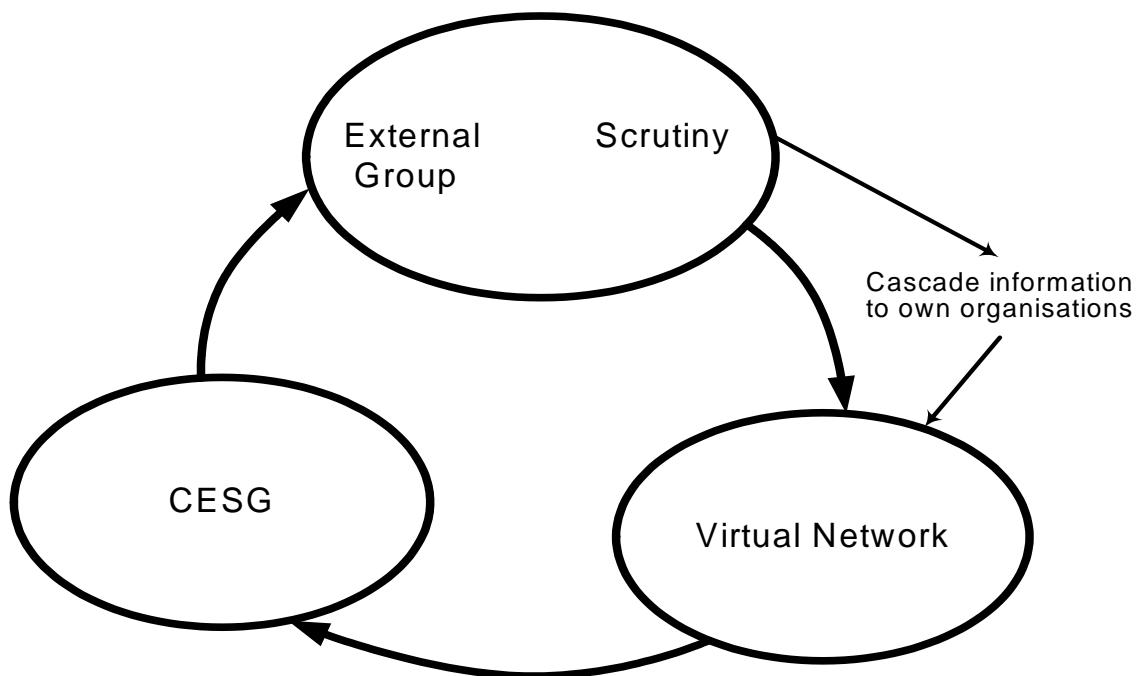
## Appendix Three

### External scrutiny arrangements

#### Purpose:

- To review EIA reports
- To review EIA progress reports
- To assess proposed project elements vs overall requirements of the EIA process.

#### Proposed structure:



#### **External scrutiny group:**

##### *Who they would be:*

- representatives from key gateway organisations covering race, gender, disability, sexual orientation, religious belief and age
- nominate a chair for the group
- these representatives would then cascade information to their own networks

##### *How it would work:*

- would meet initially three times a year

- meeting agenda agreed between chair of external scrutiny group and CESH representative
- information requested provided by appropriate officers.

***Virtual network:***

- part of equality website
- invite people to post comments
- short questionnaires on equalities topics
- capture feedback and report to CESH and external scrutiny group

**CEHG:**

- CESH representative(s) to attend external scrutiny group meetings to answer questions and provide information to scrutiny members.
- Feed back views of external scrutiny group to CESH.

**Key tasks:**

**CEHG:**

- Identify organisations to invite to send representatives to form the external scrutiny group
- Identify CESH representative(s) to sit on the external scrutiny group
- Agree terms of reference for the external scrutiny group
- Determine support arrangements for external scrutiny group meetings (administration, policy guidance)
- Identify task group to provide lead for website/virtual network development and implementation.

**PPT:**

- Implement arrangements agreed by CESH for external group meetings.
- Liase with website/virtual network task group to facilitate implementation/posting of information on website.

CH 10.6.05