

Leicester  
City Council

**WARDS AFFECTED  
ALL WARDS (CORPORATE ISSUE)**

**FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:**

**Cabinet**

**9 April 2001**

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**EQUALITY BEST VALUE REVIEW – SCOPING EXERCISE**

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**Report of Jacky Edwards, Principal Assistant Director, Commercial Services**

**1. BACKGROUND AND PURPOSE OF REPORT**

**1.1** This report is to advise Members on the information and advice gathered as a result of carrying out Step 2 of the Best Value Review process and to make recommendations for the final scope of the review.

**1.2** Members are reminded that the aim of Step 2 is to:

“clarify service areas, functions and issues to be included within the review theme and to note areas not included (that may reasonably have expected to have been) and the reasons for this.”

**2. RECOMMENDATIONS**

Members are recommended to:

- (i) Endorse the work carried out in order to inform the scoping recommendation(s).
- (ii) Agree the scoping recommendation(s) and take it forward to Cabinet for endorsement.

**3. REPORT**

**3.1** Leicester City Council is a key service provider, employer and community partner within a multi-cultural and multi-faith city. We have publicly recognised that “there are individuals and communities who suffer from physical and verbal abuse, who live in fear of crime, who are excluded and not listened to” and that “disabled people, elders, black and ethnic minorities, gay and lesbian people, women and young people all have much to contribute in society.”

\* From the Community Plan

The Leadership, management and development of equality, i.e. the belief that all people (whilst different) are equal and should be treated as equal, are vital to the success of the City and fulfilling our responsibility in ensuring that “inequalities suffered by many of us are challenged constantly so that we are all free to celebrate being fully part of Leicester.”

- 3.2** Equality is fundamental to everything that we do within the Authority and, therefore, the potential scope, providers within this, and number of stakeholders is enormous. In order to ensure that the process of scoping was open and inclusive a list of key stakeholders was drawn up (ref. Appendix One) and a consultation/discussion pack (Appendix Two) circulated to each stakeholder to stimulate debate on the options and preferences for scoping the review.
- 3.3** Upon receipt of initial feedback it had been intended that a meeting/workshop would be held to consider responses and inform options for the scope. Due to the difficulty in obtaining responses and time taken in chasing these there has not been an opportunity to hold such a meeting.
- 3.4** This paragraph and sub-headings address the key questions posed as part of the scoping exercise.
- (i) How does the theme relate to the Performance Plan and Key Strategies?

#### **Community Plan – Diversity**

The Community Plan highlights the goals for Leicester as a diverse City and specific indicators on diversity.

Whilst all the goals and indicators are relevant in terms of equality those that sit outside of specific strategic or service activities could be considered to be:

- “To work with others to learn lessons from the Stephen Lawrence Inquiry and take action, including tackling institutionalized racism;
- providing services which are sensitive to people’s religious, cultural, linguistic and access needs;
- to enable young people to have a voice on issues and services which affect them;
- net percentage of survey respondents ‘satisfied with the neighbourhood as a place to live’”.

The recommendations of the author support the achievement of these goals and measurements.

\* From the Community Plan

## **The Best Value Performance Plan (2)**

Equal opportunities is obviously fundamental to all aspects of the Performance Plan. Outside of specific service allied indicators there are six broader equality indicators.

BV2	The level of the Commission for Racial Equality's standard for local government to which the Authority conforms.
BV11	The percentage of senior management posts filled by women.
BV16	The number of staff declaring that they meet the Disability Discrimination Act disability definition as a percentage of the total workforce.
BV17	Minority ethnic community staff as a percentage of the total workforce.
AC-A1b	The number such (Authority's) buildings in which all public areas are suitable for and accessible to disabled persons.
BV156	Percentage of buildings open to the public which are accessible to disabled people.

The recommendations within this report support and enhance the ability to collect and utilize these measurements effectively.

### (ii) What are the strategic imperatives?

Equality issues run through all the strategic work and planning of the Authority and all the corporate strategies have the potential to impact on equality in some way or other. In addition to this there are specific policy statements, strategies and action plans that direct and shape the Authority's behaviour in all its activities with respect to equality. The obvious examples of these are the Equal Opportunities Policy Statements, The Stephen Lawrence Action Plan, The C.R.E. Standards, The Draft H.R. Strategy and the Mainstreaming Equalities in Best Value Guidance.

The recommendations in this report are mindful of the strategic objectives and direction arising from the above and aim to improve the connections between these and local/departmental equality planning and activity.

### (iii) What are the key issues raised by stakeholders?

Within the "consultation pack" (Appendix Two, page 2, para.3) were a list of options that had been put forward around the management of equality, and equality and Best Value. Stakeholders were asked to comment on these and add any further options or preferences.

Analysis of the returns shows the most significant support for option (ii):

"Treat Equality as a Performance Management issue, set a clear leadership agenda, minimum standards, key performance measures and a methodology

for evaluation and review. (This would be for both service and employment).”  
– 34% of returns supported this approach.

Closely followed by option (vii):

“Don’t do an ‘equality review’ but ensure an effective examination of equality issues, responses and actions as part of every Best Value Review” – 31% of returns supported this approach.

The nearest percentage to those above was 9% for options 1, 3 and 4. Option 8 had 6% support and options 5 and 6 received no obvious support.

Interestingly no new options were put forward.

In addition to the comments on options a range of issues were raised.

Those issues that were raised on more than three occasions are shown below in order of the most number of times raised (highest first):

- Strategic co-ordination across and within departments (a more focused approach).
- Procurement and equality.
- Post contract monitoring of equality performance.
- Performance management to include nominated good practice comparators.
- Employee profile and representation of the community (recruitment and selection and positive action).
- Clear leadership.
- Mainstreaming equalities into policies and practices.
- Service delivery and achievement of a consistent high standard in relation to equality (also training issue).
- CRE Standards (improved implementation).
- Scrutiny of business planning.
- Equality as a priority and integral to all aspects of service provision.
- Improved communication of equality issues and good practice.

(iv) What is the potential scale of the review?

As noted at para.3.1 the potential scale of the review, if equality is taken in the broadest terms, is enormous. However, the issues raised by stakeholders at para.3.3(iii) lend greater focus to the scoping and, therefore,

the opportunity to take forward a manageable project within the appropriate timescales.

- (v) Are there common areas of function, process, site or others that could assist in the organization of the review?

All departments and services are linked in respect of Equality via the Policy Statements, corporate Equality Action Plans and local Equality Action Plans. These could be the key tools around which the project is organized to ensure consistency and understanding.

- (vi) Are there areas that could be excluded and if so for what reason?

Feedback from stakeholders noted potential exclusion of all areas i.e. not conducting a separate review, through to exclusion of one area – recruitment, with the reason that this could or should be dealt with in the HR Best Value Review. The recommendations below deal with these matters.

- (vii) What are the final recommendations for the scope and why?

In order to make recommendations to Members the appointed Assistant Director to the review has considered:

- Feedback on the options.
- Additional issues raised.
- The purpose and framework of Best Value reviews.

The recommendation, should a Best Value Review continue, would be that the focus of the review at this time be upon:

- connecting (effectively) the current equality planning (corporate and departmental);
- leadership roles and responsibilities for equality within the Authority;
- development of the mainstreaming equalities guidance and associated training;
- review and revitalization of the implementation of the CRE Standards;
- establishment of good practice comparators (service and employment);
- establishment of minimum standards, targets and activities and a methodology for measurement, review and improvement;
- development of an improved networking and communication strategy for equality;
- improved utilization of the Performance Planning Framework and Business Planning for the management and continuous improvement of equality.

Whilst the focus and issues are clear the need for a Best Value Review isn't, especially when considering that equality improvements in service provision are able

to be effectively assessed within the Best Value Review process. In addition to this the issue of equality advice or management as a service within the Council (or indeed to external providers) was not raised as an issue by stakeholders.

**The author's final recommendation agreed by Directors' Board is, therefore, that:**

- (i) in the light of the central place that equality has for the City Council, a separate or all encompassing Equality Best Value Review would not do justice to the issues, nor would it fulfill the purpose of a Best Value Review.
- (ii) that Directors' Board in their roles of Scrutiny and Challenge make specific equality challenges within the Best Value Reviews, utilizing the Mainstreaming Equalities in Best Value Guidance;
- (iii) that in the absence of the permanent post of Assistant Director HR & Equalities a Task and Finish Group be set up to address the issues raised at para.3.3 above (with the exception of those noted below in the context of the Corporate Race Equality Plan.) This Group to make reference to good practice comparators and utilize an independent advisor/critical friend;
- (iv) the outcomes and monitoring and review of (iii) above to become part of the Authority's Performance Management Framework and the responsibility of the Assistant Director HR & Equalities, reported to Directors' Board and Finance, Resources & Equal Opportunities Scrutiny Committee on an annual basis;
- (v) equality in business planning to be reviewed by each department (using the mainstreaming equalities in Best Value as a consistent framework) and recommendations for measured improvements to be included in equality action plans to be reported to Finance, Resources & Equal Opportunities Scrutiny Committee in September of this year;
- (vi) that the issues of procurement and procurement monitoring be passed to the Corporate Procurement Group for inclusion in their Best Value improvement planning activities.

#### **4. FINANCIAL IMPLICATIONS**

Initiating good practice often requires resources to get things underway. Officers may require direct or indirect costs to be covered to participate in the Task and Finish Group. The commissioning of an independent advisor will require funding. This could be anticipated to be in the region of £1,500 to £2,000.

#### **5. CONSULTATION**

The stakeholder list has been provided at Appendix One. The author has also considered the views of the Audit Commission Inspectorate on the Best Value Procurement Review and alternatives to a Best Value Review.

#### **6. Report Author:**

Jacky Edwards,  
Principal Assistant Director Commercial Services.  
Ext.8001

**KEY STAKEHOLDERS**

Key Stakeholders for the scoping of the Equality Best Value Review were considered to be:

Members (and in particular the Deputy Leader given his portfolio).

Departmental Directorates.

Senior Managers in departments.

Chairs of Equality Groups.

Members of CREG.

Personnel Managers Group.

Joint Trades Unions.

Departmental Equality Officers.

The expectation (as indicated within the consultation pack at Appendix Two) was that contacts would initiate discussions within their respective teams or groups and feedback.

Contacts (other than Members) for the above were provided via departments.

An audit trail of contacts, level of responses and actual responses is available as appropriate.



## APPENDIX TWO

To: **See distribution below**

From: Jacky Edwards,  
Assistant Director Corporate &  
Business Services  
Ref: CS/JE/CMH/jemem185  
Ext. 8001  
Date: 1<sup>st</sup> February, 2001.



Commercial **Services**

16 New Walk, Leicester, East Midlands, LE1 6UB

### **EQUALITY BEST VALUE REVIEW**

I have been given the role of Lead Assistant Director for the above review. As a result I am currently carrying out a consultation exercise on what the scoping for such a review could or should look like.

... Attached is a paper circulated to a large range of contacts which is hopefully self-explanatory.

There will be Members who have either a formal or personal interest in equality and who may wish to put forward their views for consideration in the scoping exercise. I would be grateful if you could advise me on which Members to contact and whether or not a written response on the information attached would be the preferred mechanism for feedback or an informal meeting (day time or evening).

As usual timescales are tight. I am currently collating responses to date and I am due to take my recommendations to Directors' Board on the 20<sup>th</sup> February, 2001. This means that I would need to meet, or receive feedback by midday Thursday, 15<sup>th</sup> February, 2001.

I look forward to your suggestions.

#### **Distribution:**

Councillor R. Willmott, Leader of City Council  
Councillor V. Patel, Deputy Leader  
Councillor M. Bodell-Stagg, Group Whip (Labour)  
Councillor J. Mugglestone, Group Whip (Conservative)  
Councillor C. Garner, Group Whip (Liberal Democrat)  
Councillor M. Draycott  
Councillor R. Willmott  
Councillor T. O'Brien  
Councillor P. Westley  
Councillor S. Subedar  
Councillor J. Thomas

} B.V. Commission



Commercial **Services**

16 New Walk, Leicester, East Midlands, LE1 6UB

To: **See Distribution List**

From: Jacky Edwards,  
Assistant Director Corporate &  
Business Services

Ref: CS/JE/CMH/mem184

Ext. 8001

Date: 18<sup>th</sup> January, 2001.

## **EQUALITY – BEST VALUE REVIEW**

As you may be aware I have been asked to take the initial lead for the above review.

My first job is to start the consultation and debate on what the review should encompass. As there are numerous options on this and many people to consult I thought I would take the following way forward:-

- (i) Send a list of questions to key contacts that will hopefully stimulate thoughts, debate, further questions and some views on the scoping.
- (ii) Having collected up responses hold a meeting/workshop with representatives from the key contact groups to consider the responses and form options for the scope.
- (iii) Consult on the options to see which should be put forward to Directors' Board.

... To help further I have also attached the guidance document "Mainstreaming Equality in Best Value" (developed to assist in the first year Best Value Reviews)

... I'd be grateful if you could have a look at the attached list of questions/prompts and could set up the relevant consultation within your team/group and let me have your responses by 31<sup>st</sup> January, 2001. The list is by no means exhaustive so feel free to add any further commentary thrown up by your discussions.

Many thanks.

## **QUESTIONS AROUND THE POSSIBLE SCOPE OF THE EQUALITY – BEST VALUE REVIEW**

Best Value is about continuous service improvement and, therefore, applies to all services for all customers e.g. internal to internal, external to internal and variations on this theme.

Equality in respect of Best Value and a potential review could cover:

- Equality Policy and Strategy
- Equality advice
- Equality in employment
- Equality in service provision
- Equality in procurement/commissioning
- Social inclusion
- Equality action planning (of all and any type)
- Implementation of the CRE Standards
- Equality in training provision and training on equality
- Equality and the Human Resource Strategy

and many others that I haven't mentioned.

The alternative way to look at this is to say that Equality is fundamental to everything we do and shouldn't be separated out as a function or issue to be reviewed.

My questions at this stage then are:

1. What do you think the key equality issues are for Leicester City Council as:
  - an organisation
  - a service provider/procurer
  - an employer
  - a community partner?
2. How would you prioritise these issues and why?
3. Below are some options that have been put to me around the management of Equality and Equality and Best Value:
  - (i) Assess (and improve) the Policy, Strategy and Leadership of Equality within the Authority.
  - (ii) Treat Equality as a Performance Management issue, set a clear leadership agenda, minimum standards, key performance measures and a methodology for evaluation and review. (This would be for both service and employment).
  - (iii) Consider service planning and equality as a priority, review service plans on the basis of equality and social impact and performance against the Best Value principles.
  - (iv) Prioritise equality on the basis of Human Resources, Training and Equality – strategy and implementation.

- (v) Consider equality as a function of advice and planning for the Authority – establish the needs and the best way to respond to this.
- (vi) Examine equality on the basis of community and partnership planning – looking to the next ten years, the changing profile of the City and how the Authority needs to respond to this.
- (vii) Don't do any "equality review" but ensure an effective examination of equality issues, responses and actions as part of every Best Value Review.

And more recently:

- (viii) Ensure equality is part of the corporate re-organisation and neighbourhood management project and wait and see what comes out of that.

Of course, there may be other options. It isn't possible to cover all of these effectively in a one year review, but it is possible to phase a sequence of reviews over several years.

Please consider the options/comments and any other alternatives and let me know your views.

# **BEST VALUE REVIEW PROCESS**

## **MAINSTREAMING EQUAL OPPORTUNITIES**



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# **BEST VALUE REVIEW PROCESS**

## **MAINSTREAMING EQUAL OPPORTUNITIES**

### 1. **INTRODUCTION**

Best Value and Performance Management offers the opportunity to ensure best practice and measurement of that best practice in all our service activities.

Whilst we would expect Equal Opportunities to be integrated within all planning and service delivery this short guidance offers prompts and advice on ensuring that awareness is raised and to some degree tested within the Best Value Review Process. This information is equally as important for business planning and other performance management activities.

There are a number of documents that cover Best Value and Equalities in more detail. These are noted at the end of this guidance.

### 2. **BEST VALUE AND EQUALITY**

Within Leicester it is our aim:

**“to ensure that Equal Opportunities are considered effectively, not least as a quality issue in service delivery, throughout the process.”**

The guiding principles for this will be:

- **Consideration of the way in which services impact on all sections of the community.**
- **Minimizing disparity in the provision of services to those that are socially, economically or geographically disadvantaged.**

Officers should also be mindful of the Lawrence Enquiry definition of institutional racism accepted by the City Council (December 1999).

**“The collective failure of an organization to provide an appropriate and professional service to people because of their colour, culture or ethnic origin. It can be seen or detected in processes, attitudes and behaviour which amount to discrimination through unwitting prejudice, ignorance, thoughtlessness and racist stereotyping which disadvantage minority ethnic people.”**

Best Value requires that the Authority demonstrates performance against the “4C’s” – Challenge, Compare, Consult and Compete. Each of these has equality considerations and these are outlined below:-

### **Challenge**

There are two main aspects to Challenge under Best Value:

- (i) Why are we providing a service? (or taking responsibility for its provision).
- (ii) If it is decided that a service should be provided, how should it be provided to meets the needs of the customers and Best Value.

The Best Value Review Guidelines show our approach to challenge within the process and as part of the ethos of continuous improvement a Challenge Strategy is being developed for the Authority for use within both the performance management framework and the Best Value reviews.

Equality considerations around **Challenge** would be:

- Is there a need to provide this service?
- If this service was not provided who in the community of Leicester would be affected?
- Would non-provision affect any one section of the community more than another?
- Could this be considered likely to create particular disadvantage? (or exacerbate existing disadvantage?)
- Would non-provision of this service adversely affect provision of other services? If so who would be affected?
- If the Council were not to take responsibility for providing this service are there other providers who would? - What is the assessment of these providers in respect of Equality Issues?

If the service is to be provided then consideration should be given to:

- Are the needs of the customers (current and potential) well known?
- What are the equality implications arising from either the particular customer groups or the service provision itself?
- Is there a need for (reasonable) adjustments to meet the requirements of the Disability Discrimination Act?



- Are customers being disadvantaged in their access to services because of assumptions about when and how services should be available? (e.g. work patterns, family life, carer responsibilities, life-style, language, disability, etc.)

### **Compare**

Comparisons with others has become widely known as benchmarking and the collection of performance indicators. Both the Authority's performance management framework and the Best Value reviews require the identification of key benchmarks (other than B.V.PI'S) and analysis of the results of comparisons with others. There is an expectation that benchmarks will look at:

- Performance;
- Best Practice; and
- Cost

and will not be limited to just other authorities. Benchmarking is a significant service management tool and a Comparator Strategy for the Authority is being developed to improve the approach to this activity in 2001.

Equality considerations around **Compare** would be:

- Who are the service providers known for best practice in respect of equality issues?
- What aspects of equality within the service provision are important to benchmark and why?
- Do the benchmarks support the policy, business and service objectives affecting the specific provision being examined?
- Have you considered a range of suppliers (public, private, voluntary)?
- Do benchmarks assist in the measurement of both equality outputs and equality outcomes?

### **Consult**

It is important that service delivery and particularly standards and expectations of service are informed by consultation with stakeholders. These stakeholders could be customers, non-users, suppliers, staff, Councillors, advisors and so on.

Equality considerations around **Consult** would be:

- Do the consultation mechanisms engage the difficult to reach groups?

- Is the consultation purposeful and allied to strategic and service objectives?
- Are consultation responses analysed on the basis of both equality profiling and the allied service demands?
- Are barriers to effective consultation minimised?

### **Compete**

This is about making sure that service providers understand the market place that they are operating in and are able to indicate how they measure up against other providers. This may involve consideration of alternative providers, development of partnerships and tendering exercises.

Equality considerations around **Compete** would be:

- How do potential suppliers demonstrate their commitment and performance in respect of equality issues?
- Are potential suppliers able to provide responses to the policy, business and service objectives identified?
- How do suppliers measure up against the equality benchmarks and PI's that have been identified for the service provision?
- Does the Procurement Strategy and Working Practice enable adequate consideration of equality issues (customer profile, needs, service design, employment conditions) as part of the decision making process for choosing suppliers?

## **3. SERVICE ASSESSMENT**

The questions indicated against the four C's are useful for the management and planning around service decisions and provision. This section deals with equality expectations and action at local service level.

### **Commission for Racial Equality (CRE) Standards**

The Authority is committed to implementation of the CRE Standards and will shortly be seeking accreditation against these standards. As a result each department has an action plan demonstrating their position against the various levels of the CRE Standards and priorities for action. It is important that these action plans are referenced as part of the service assessment process.

Each department also has either a Black Workers Group, Race Equality Group, Equal Opportunities Implementation Group, Womens

Groups, Disability Group. The work of these groups should be referenced and pro-active use of the knowledge and skills of members of these groups may assist in the service assessment.

### **Useful Questions**

Below are a range of questions which can be used in a variety of ways within the Service Assessment. The list is not exhaustive and will prompt further questions:

#### **The Camden Questions:**

Camden have seven “guiding questions” for consideration in Best Value Reviews as part of their valuing diversity framework. They are:

- What does this service undertake and how is it delivered?
- What needs does this service meet? i.e. diversity?
- Who is using the service?
- Who has been consulted about this service?
- Who works for this service?
- How is this service planning to meet its valuing diversity commitments?

### **Service Questions**

The Equalities Team in Environment & Development has developed the questions shown below, with examples of possible responses:

#### **Accessible Service**

These may include such activities as:

- Staff training relating to customer care and equalities
- Monitoring service take-up and accessibility
- Accessible information formats and media
- Targeted promotion of services

Q. Is the take-up of your service(s) measured in relation to the extent it is accessed by particular disadvantaged groups? Examples: Monitoring, customer surveys.

Q. Within the service(s) are there any specific measures/actions for disadvantaged groups? Examples: Translated information, service initiatives targeted at a particular group.

Q. Is your service promoted to disadvantaged groups? Examples: Translated publicity, minicom and interpretation service advertised, alternative media.

- Q. Do you have systems for reviewing the success of specific measures for disadvantaged groups? Examples: Customer consultation, monitoring, exit surveys.
- Q. Have staff received training in delivering services to disadvantaged groups and is there a system for reviewing staff training in relation to service delivery requirements? Examples: Customer care, disability equality and minicom training.
- Q. Are there systems within your group, which involve all staff, for the sharing of good practice in relation to how services are delivered to disadvantaged groups? Examples: Team meetings, service handbooks/guides.

#### Customer Involvement

These may include such activities as:

- Assessing customer needs
  - Assessing customer satisfaction
  - Monitoring the effectiveness of engaging with customers
- Q. Do you involve the customer in the design of your service(s)? Examples: Customer consultation, surveys, user groups.
  - Q. Do you have systems for assessing the access requirements of particular disadvantaged group(s)? Examples: Customer consultation, surveys, user groups.
  - Q. Do you have systems for assessing the satisfaction levels of particular disadvantaged group(s) in relation to how the service is designed and/or delivered? Examples: Customer consultation, exit surveys, user groups.
  - Q. How do you evaluate the success of customer involvement activities?
  - Q. How do you ensure that groups that do not use your service have the opportunity to participate?
  - Q. How do you ensure that the results of consultations leading to service improvements are fed back to the relevant communities and groups?

#### Staff Recruitment/Development/Training

These may include such activities as:

- Positive action in recruitment and training
- Actions to develop staff from under-represented groups
- Actions to create and maintain an environment free of H. & D.

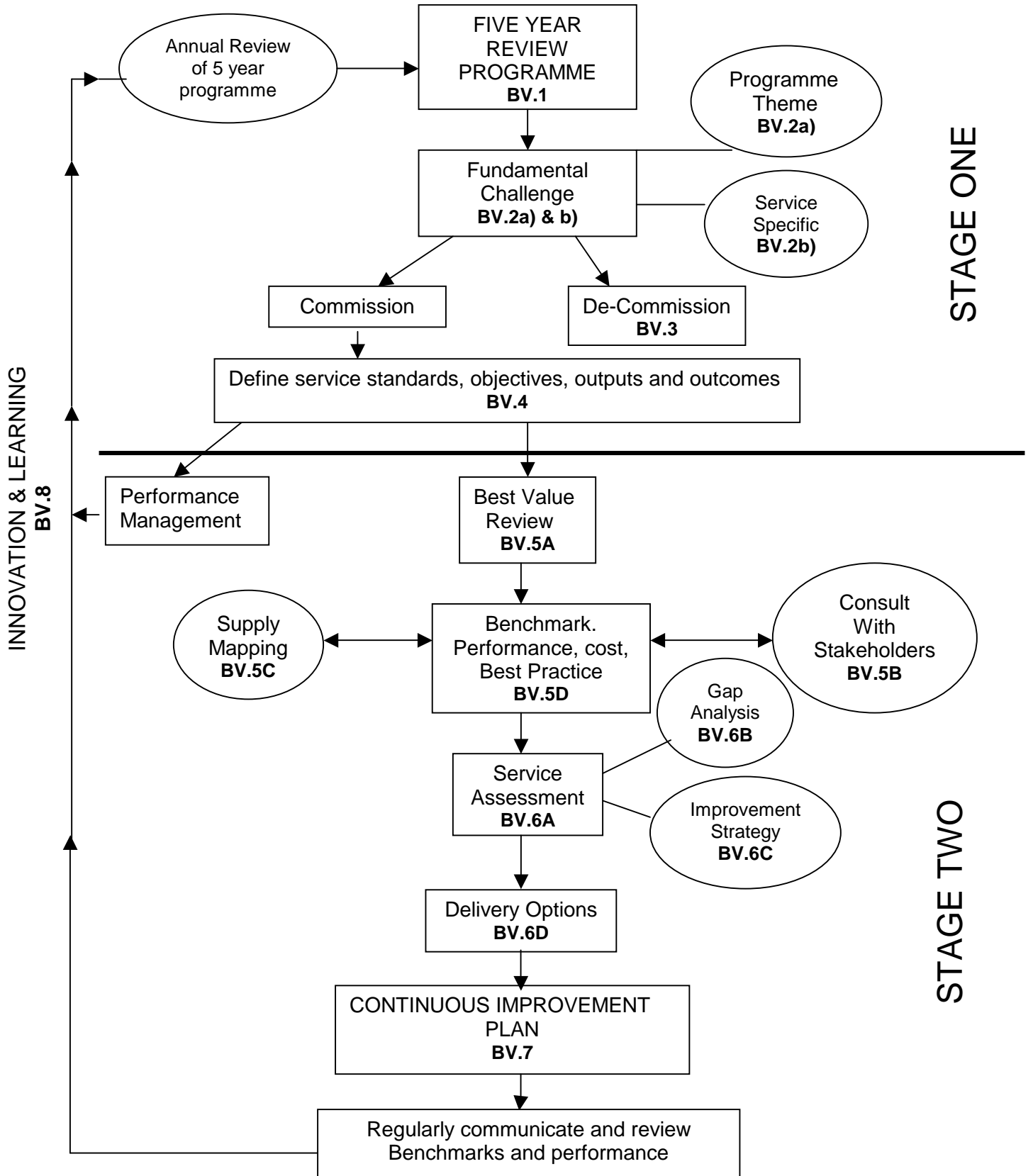
- Q. Is there an employment equality profile for your service? Examples: Staff profile including grade, gender, ethnicity, and disability.
- Q. Do you implement actions in recruitment and selection to address under-representation in your workforce?
- Q. Are there systems for reviewing work practices to ensure compliance with anti-discrimination legislation and the Equal Opportunity Policy? Examples: Reasonable adjustments audit, flexible working, recruitment and selection practices.
- Q. Is there a strategy for staff from under-represented groups to develop their careers within your own service? Examples: ERDS, NVQ's, shadowing, skill audits, mentoring, traineeships.
- Q. Is there a strategy for staff from under-represented groups to access development opportunities occurring outside your service? Examples: ERDS, Departmental training programme, ASPIRE, shadowing.
- Q. Is there a process for determining priority in relation to access to training, development opportunities, under-representation, resources and the needs of the service?
- Q. Do you have systems for reviewing the groups needs in relation to tackling and preventing harassment and discrimination and the effectiveness of H. & D. initiatives? Examples: H.& D. training for Managers, awareness training for staff, pre and post training evaluation, team briefings.

#### Partnerships

- Q. Have you considered who your partners are in delivering your service and how equal opportunities are addressed in this?
- Q. Do you have arrangements for ensuring that work with partners takes account of the need for representation of disadvantaged groups? Example: Representative community groups, individuals or ethnic minority business etc.

4. **BEST VALUE REVIEW PROCESS**

**BEST VALUE PROCESS CHART**



## 5. USEFUL REFERENCES

“No “Quality Without Equality – Best Value and Equalities” – the Local Government Best Value Partnership.

“Seeing is believing” – Audit Commission.

“Best Value and Valuing Cultural Diversity” – Chief Executive’s Office.

“Preparing for Best Value – Integrating Equal Opportunities” – Equality Team, Environment and Development Department.

Leicester’s Community Plan            }       Chief Executive’s Office  
Leicester’s Performance Plan        }

Leicester’s Draft Black and Minority Ethnic Housing Strategy – Purmina Wilkinson, Housing Department.

Best Value Guidelines 2000.

LARRIE (Local Authorities Race Relations Exchange) hold a database of good practice within the race equality field and provides an enquiry service – to use the enquiry service contact Charmaine Gray (0171 296 6781)

Centre for Public Services, User/Employee Involvement in Best Value and Partnerships, February 1998.

Department of the Environment, Transport and the Regions 1998 – Modernising Local Government: Improving services through best value (DETR2)

Local Government Association, Best Value – A Statement of Objectives. Includes the joint statement between local government and three principal local government trade unions (GMB, TGWU and UNISON).

LGMB, Partnering for Service Delivery – securing best value through new forms of procurement and service agreements, 1997.

LGMB, Care and Equality, Jane Foot, available from LGMB Equalities Section, 1998.