

Corporate Equalities Review and Plan 2005/6

(incorporating Race Equality Scheme 2)

اگر آپ کو یہ کتابچہ انگریزی کے علاوہ کسی دوسری زبان میں درکار ہو تو برائے مہربانی ٹیلیفون نمبر 01325 388017 پر فون کر کے حوالہ نمبر بتائیں۔

ਜੇ ਇਹ ਪਰਚਾ ਤੁਹਾਨੂੰ ਅੰਗਰੇਜ਼ੀ ਤੋਂ ਬਿਨਾਂ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਚਾਹੀਦਾ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਸਾਨੂੰ ਨੰਬਰ 01325 388017 'ਤੇ ਫੋਨ ਕਰੋ ਅਤੇ ਰੈਫਰੈਂਸ (ਹਵਾਲਾ) ਨੰਬਰ ਦੱਸੋ।

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This document will be made available on request in Braille, large print or on tape.

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Executive Summary

The Corporate Equalities Review and Plan (CERP) shows how Darlington Borough Council is putting into place actions that support its commitment to equality for all. It contains the Council's review of its equalities performance and a timetable showing how quickly its performance will improve in the future.

After this executive summary, the CERP contains nine sections. Section:

one explains why the Council needs to produce a CERP;

two sets out our equalities policy;

three explains what the Equality Standard for Local Government is and sets out some aspects of equalities law with which we need to comply;

four describes the Council's commitment to leading and managing our equalities work properly. It also describes the role of equalities in both our partnerships and in the processes that we go through to buy goods and services;

five shows how we have looked at equalities issues in relation to every major service that the Council provides and explains how we will achieve improvements;

six shows what we have achieved in relation to employment and training issues;

seven is a major section which sets out the Council's new race equality scheme. This scheme is partly a response to the requirements of race equality legislation, which means that the Council must set out clearly what it will do to:

- eliminate unlawful discrimination
- promote equality of opportunity
- promote good race relations between people of different racial groups;

eight shows why the Council thinks that it has achieved level three of the Equality Standard for Local Government;

nine shows how we are consulting with people about our equalities work and how the Council is checking that the work we are committed to is actually being done;

ten summarises our plans for the future.

The document is available to view in full at www.darlington.gov.uk

Section 1 : Why does Darlington Borough Council need a Corporate Equalities Plan?

Delivering improvement in equalities performance is a vital part of what Darlington Borough Council needs to do to become a 'Leading Edge' Authority.

Pressure to deliver improvements in equalities performance is coming from different places. The Community Strategy is driving this agenda and has identified 'narrowing the inequalities gap' and 'building community confidence' as two of its four key aims to promote inclusive communities. Another source of this pressure is from Council Tax-paying residents themselves who deserve nothing less than fair access to Council services. This principle is embedded in the Audit Commission's revised approach to Comprehensive Performance Assessment for local authorities. A new overarching theme of 'user focus and diversity' will become one of only four areas commented on in the executive summary of each Comprehensive Performance Assessment report.

Darlington Borough Council needs a Corporate Equalities Plan and Review document to prove that it is delivering performance improvement in equalities and to demonstrate that it has attained Level 3 of the Equality Standard for Local Government. It is the second time such a document has been published. This document provides a framework for the reporting of further performance improvements in equalities in the future.

This plan should be read in conjunction with the following related policies:

- Equalities Policy
- Race Equality Policy
- Guidelines for Reporting and Dealing with Suspected Racial Incidents
- Anti-harassment and Bullying Policy
- Race Equality Scheme

The Council's Equalities Policies Review Group is engaged in a cyclical review of the above policies. Where published policies are not up to date with current legislation, they are supplemented with specific guidance to ensure that procedural changes, which facilitate compliance with legislation, are made.

Darlington Borough Council's Equality Policy Statement

At Darlington Borough Council, we aim to promote equality in everything we do. This includes the way in which we:

- plan and deliver our services to the community
- treat our employees
- treat people who apply for jobs with the Council
- take decisions in our various regulatory functions (e.g. licensing)
- work as a community leader
- work in partnership with other organisations in Darlington
- enter into contracts or tender to provide goods and services

Darlington has a diverse community and we are committed to serving every member of our community to the best of our ability. We will train and develop our employees on equality issues and monitor and review the way we work. This will help us to address any disadvantages that may impact on any members of our community for any reason, but particularly because of their age, gender, sexual orientation, disability, race, ethnicity, religion or belief.

We will also work in line with equalities legislation and best practice.

We are proud of our good reputation in terms of equality and welcome your comments if there is anything you feel we could be doing better.

GUIDANCE ON DARLINGTON BOROUGH COUNCIL'S EQUALITY POLICY

1.0 Introduction

1.1 This guidance helps people to put the Council's commitment on equality into practice.

1.2 A common sense approach should be taken at all times. The Council advises Elected Members and employees to assess a situation and act in the most appropriate way to help individuals and groups to access the Council's services.

1.3 As equality applies to everything the Council does, there are a number of other Council documents that are relevant to the Council's policy. These are listed in **Appendix A**.

2.0 Who needs to follow this Policy?

2.1 This policy applies to:

- Darlington Borough Council employees
- Elected Members
- People on work placements with the Council
- Volunteer workers
- Subcontractors and contractors
- Formal partners

2.2 The policy does not apply to employees in schools who are appointed directly by school governing bodies. However, schools will be encouraged to adopt a similar policy.

2.3 The Council reserves the right not to engage with people, groups and political parties whose views and actions conflict with this or related equality policies.

3.0 Responsibility

3.1 Elected Members are responsible for ensuring that they understand this policy and set a good example through their own behaviour.

3.2 The Chief Executive and Directors have overall responsibility for carrying out this policy.

3.3 The Council's Strategic Social Inclusion Group and Social Inclusion Implementation Group have been set up to promote social inclusion issues (which includes equality and diversity) in the Council and across Darlington. However, it is also very important that all employees, people on work placements, volunteer workers, subcontractors, contractors and formal partners work in line with this policy to make sure that it works across the Council.

Managers' Responsibility

- 3.4 Every manager in the Council has a responsibility to promote equality. This involves:
- being proactive and leading by example through their own behaviour
 - making sure that they and their team members have equalities training so they understand about equalities legislation, the Council's responsibilities in this area and their own responsibilities
 - ensuring that their services meet the different needs of the community
 - helping the Council to achieve the Best Value Performance Indicators and other targets relating to equality
 - Helping the Council to achieve the relevant level of the Equality Standard for Local Government

Employees' Responsibility

- 3.5 All employees have a responsibility to be aware of this policy and to ensure that their behaviour is in line with this policy (in terms of how they relate to other employees and deliver Council services).
- 3.6 Employees should also understand the other corporate policies and those that relate to their own area of work and carry them out in a non-discriminatory manner.
- 3.7 If an employee sees something that is discriminatory when they are at work, they have a duty of care to other employees and members of the public to tell their manager about it. If the incident happened because of someone's race or ethnicity, the employee should report this by using the Council's 'Guidelines for Reporting and Dealing with Suspected Racial Incidents.' Their manager will be able to help them with this.
- 3.8 If employees feel that they are being harassed and /or bullied by someone else who works for the Council, the Council will use the Anti Harassment and Bullying Policy in the first place to try and sort this out.
- 3.9 Serious acts of discrimination, harassment, bullying or victimisation against employees or service users are disciplinary offences. These will be dealt with under the Council's Anti Harassment and Bullying and Disciplinary Procedure.

4.0 Legislation

- 4.1 The Council's equality policy statement and this guidance take account of existing equalities legislation and codes of practice. These are listed in **Appendix B**. The Council must comply with these in all areas of our work.
- 4.2 It is unlawful to discriminate directly or indirectly on grounds of sex (which may include change of sex), pregnancy, colour, race, nationality, or ethnic or national origins when you provide goods, facilities or services to customers. Because of this, the Council must work to stop any direct and/or indirect discrimination against members of the community, people who apply for jobs and employees.
- 4.3 It is also unlawful to discriminate, without justification, on grounds of disability or to fail to make 'reasonable adjustments' to overcome barriers to using services caused by disability. The

duty to make reasonable adjustments includes the removal, adaptation or alteration of physical features, if the physical features make it impossible or unreasonably difficult for disabled people to make use of services.

4.4 In terms of recruitment and selection or employment, it is also unlawful to discriminate directly or indirectly on grounds of sexual orientation or religion or belief, or because someone is married.

4.5 Some types of harassment or bullying will also be unlawful discrimination. It is also unlawful to victimise someone because she or he has alleged unlawful discrimination, helped someone to make a complaint or given evidence in relation to a complaint. (Please refer to the Council's Anti-Harassment and Bullying policy for further information). Employees need to understand that they can be held personally liable as well as, or instead of the Council for any act of unlawful discrimination.

4.6 *Direct Discrimination* means treating one person less favourably than others without justifiable reasons due to any of the reasons covered by legislation. An example of direct sex discrimination would be refusing to employ a woman purely because she is pregnant.

4.7 *Indirect Discrimination* means applying a provision, criterion or practice that cannot be justified and which, in practice, prevents people from certain groups from gaining employment / receiving a service. An example of indirect race discrimination could be a recruitment exercise to fill a senior management post that is only communicated to a pool of internal senior and middle managers, most of whom are white.

4.8 The Council must also comply with any legislation that is introduced in the future. For example, from October 2006, it will be unlawful to discriminate unjustifiably on grounds of age in relation to employment.

4.9 Council employees must take all current and planned legislation into account when they develop, monitor and review all their policies, procedures and strategies.

5.0 Definitions

5.1 There are a number of words that people may use when they talk about equality issues. These are described in the paragraphs below.

5.2 *Institutional Racism / Institutional Discrimination* is the collective failure of an organisation 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.

5.3 *Harassment* is unwanted conduct / attention that has the purpose or effect of violating a person's dignity or of creating an intimidating, hostile, degrading, humiliating or offensive environment. It may be related to age, gender, race, disability, religion or belief, nationality or any personal characteristic of an individual. (Please refer to the Council's Anti-Harassment and Bullying policy for further information.)

5.4 Many conscious and unconscious acts of discrimination are influenced by prejudice and stereotyping. Being able to challenge yourself as well as other people is an important part of anti-discriminatory practice.

5.5 *Prejudice* means making a pre-judgement about something before experiencing or fully understanding the true concept of the situation. It can lead to the development of discriminatory attitudes about certain kinds of people, produce negative views about different lifestyles, different value systems, standards of behaviour and the value we place on other people's right to choose to be different.

5.6 *Stereotyping* means pre-judging people based on stereotypical information and making generalist assumptions about a person or a group. These generalist assumptions are often based on false or misleading information.

5.7 *Positive Action* is used to describe measures taken to help employers, training bodies, trade unions and employers associations to:

- encourage applications for jobs from members of a particular underrepresented group; and
- provide training to overcome / redress the inequalities in access to employment.

5.8 The Council has developed a positive action strategy that outlines action the Council will take to remove barriers and promote equality of opportunity in terms of recruitment and retention. Copies are available from the Policy & Strategy team in Human Resource Management Division. The plan is also published as part of the Corporate Equalities Review and Plan.

5.9 *Positive Discrimination* is illegal, irrespective of whether it is done against or in favour of people who are under-represented in the workforce. An example of positive discrimination in the recruitment and selection process would be to appoint a person to a post purely because they are from a black or ethnic minority group, or female, to give the organisation a good image

5.10 Under the Sex Discrimination Act 1975, Race Relations Act 1976 and the Employment Equality Regulations 2003 concerning religion, belief and sexual orientation, any job may be restricted to people of a particular gender, race, national or ethnic origin or sexuality if one of the characteristics of a post is a '*Genuine Occupational Requirement*' (GOR).

5.11 For example, providing that certain conditions apply, it is possible to advertise for and select female care assistants to attend to the personal needs of women in local authority care homes. Another example would be to advertise for and select an Asian woman for the post of caseworker for an Asian women's refuge.

5.12 In terms of religion or belief, a faith school may be able to show that being of a specific faith is a requirement of its teachers whatever subject they teach. Teachers may be required to promote the ethos of the specific faith in all their contact with pupils (e.g. counselling, saying Grace before meals). However, they may not be able to justify a similar requirement for their maintenance staff whose job does not require them to provide spiritual leadership to the pupils.

5.13 In terms of sexual orientation, it might be lawful to require all personal carers in a service provided exclusively for gay men, to be gay men. However, if only a part of the service is for this client group, it would be unlawful to apply a blanket provision that all carers in the service were gay men.

5.14 In all cases, an employer would have to show that the nature of the job or the context in which it is carried out requires a GOR and that the benefits of employing people of a particular gender, racial group, religion or belief or sexual orientation outweighs the effects of discrimination against other groups protected by legislation.

6.0 Corporate Performance

6.1 The Council will make equality a part of Corporate and Service Planning, Comprehensive Performance Assessments and Improvement Planning, Best Value Reviews and Corporate Governance Arrangements.

6.2 We will monitor Best Value Performance Indicators (BVPIs) and local indicators relating to equality. We will use this information to set targets and write plans and policies to address any issues these might identify. **Appendix C** gives a list of the indicators relating to equality. Information on achievements against these indicators is available in the Council's Corporate and Best Value Performance Plan. This is published on an annual basis and is available on the Internet at www.darlington.gov.uk.

6.3 The Council will make sure that equality impact assessments of Council services are also a part of service planning and policy development. All these assessments will be in line with the recommendations of the Race Relations (Amendment) Act 2000, the Equality Standard for Local Government and any future equalities legislation that is introduced.

7.0 Service Delivery

7.1 The Council is taking action to ensure that our services are equally accessible to all people, free from discrimination and sensitive to the needs of all local communities. We will ensure that:

- we deliver services that are flexible and responsive to the needs of the community
- we target appropriate needs and remove barriers which may deny access wherever possible
- our decision making process is open and visible to members of the community (but that we always respect the confidentiality of individual cases and any legal restrictions)
- when we enter into contracts or tender for the provision of goods or services, we ensure that companies comply with equalities legislation and good practice, as far as the law allows us to. This aligns with the Council's Procurement Strategy and Corporate Equalities Review and Plan
- we monitor performance on equality issues. Where organisations do not meet the equalities standards that we require, we may use this as a reason for terminating a contract
- when the Council enters into a partnership arrangement with other organisations, these organisations are also required to uphold equality principles. The Council will also ensure that these organisations have an equality policy / statement and work with partner organisations to ensure that the services we provide meet the requirements of this policy and other Council policies and strategies.

8.0 Employment Issues

8.1 Employing people from a wide range of backgrounds (particularly in terms of gender, disability and ethnic origin) will help the Council to meet customer needs over a broader area of issues. It will also give the Council the range of skills to help us meet demands and agendas, which change all the time.

8.2 We are committed to eliminating unfair discrimination in all aspects of our employment practice. As one of the largest employers in the Borough, the Council will:

- ensure that all policies and procedures in relation to employment and training are applied fairly to all employees
- eliminate unlawful discrimination from the employment opportunities offered to existing employees. We will do this by making sure that we consider all employees for promotion on the basis of their merits, abilities and skills
- take positive action to work towards achieving and retaining a workforce that reflects the community we serve at all levels
- provide trained Listening Officers to support employees under the Anti Harassment and Bullying Policy
- carry out exit interviews / surveys with employees leaving the authority or moving between departments to find out areas of best practice on equality issues and put right any areas of concern
- continue to be a Disability Symbol user
- make reasonable adjustments to ensure that potential or existing employees are not placed at a substantial disadvantage in comparison with persons who are not disabled, in line with the requirements of the Disability Discrimination Act 1995
- monitor recruitment and selection, employment and training in terms of race, gender and/or disability and take action to address any inequalities identified.

Recruitment and Selection

8.3 The Council will provide equality of opportunity to people who apply for jobs with the Council applicants by making sure that there is no unlawful discrimination in our recruitment and selection procedures.

8.4 We will advertise job vacancies in a way that promotes a workforce that is genuinely representative of the local community and our customer base. As a minimum, we will advertise all posts on the Council's website, in the Council's vacancy bulletin and in the Town Hall reception area (unless there is a potential redundancy / redeployment situation). We will also advertise in local and national press and relevant journals where we need to do so to attract a sufficient number of applications. We will liaise with organisations in Darlington that work with under-represented groups. We will also use specialised press and other forms of positive action where necessary to encourage applicants from under-represented groups.

8.5 We will ensure that all applicants compete in fair and open competition and that the successful candidate is appointed on merit alone. Further details are given in the Council's Recruitment and Selection Policy.

Training and Development

8.6 The Council will ensure that all employees and elected members have equal access to training and development opportunities in relation to their job/role in the Council, so that they can realise their full potential and contribute to the Council's aims and objectives.

8.7 We will:

- provide training to Elected Members and employees on equality as part of the standard training and development programme and promote attendance on such training as mandatory.
- make sure that this training covers the Equality Standard for Local Government and the Council's action plans and targets in relation to this

- make sure that the training covers their rights to be protected from discrimination, harassment or victimisation
- make sure that everyone engaged in the recruitment and selection process has had appropriate equalities training – be this a formal course or individual briefing /self-directed learning whilst waiting for the formal course.
- make sure that employees who investigate a case under the Council's Grievance Procedure, Anti Harassment and Bullying Policy and/or the Council's Disciplinary Procedure have had relevant equalities training.
- ensure that the content of all our training courses reflects our commitment to equality
- assess and evaluate internal and external training providers to make sure that the way they deliver courses and the course material they use complies with the Equality Policy Statement and guidance.

8.8 There are further details on this area in the Council's Training and Development Policy and Directory. These are both available on the Intranet under 'Human Resources - Workforce and Organisational Development'.

Job Evaluation and Equal Pay

8.9 The Council recognises the principles of the Equal Pay Act 1970 and other legislation that can give rise to claims related to pay discrimination. We are committed to the principle of equal pay for all our employees.

8.10 It is in the Council's interest to ensure that we have a fair and equitable pay system. We have already implemented job evaluation for staff under the Joint Negotiating Committee for Chief Officers of Local Authorities terms and conditions. We are doing a job evaluation exercise for staff under the National Joint Council for Local Government Services terms and conditions, in partnership with the trade unions. This will result in a revised pay and grading structure and Single Status Agreement.

8.11 The Council believes that, in eliminating any sex bias in our pay system, we are sending a positive message to our employees. It makes good business sense to have a fair, transparent reward system and it helps the Council to manage costs. We recognise that avoiding unfair discrimination will improve employee moral and enhance efficiency.

8.12 The Council's objectives are to eliminate any unfair, unjust or unlawful practices that impact on pay. The Council will implement job evaluation in partnership with the trade unions. We will provide training and guidance for employees involved in determining pay. We will also inform employees of how these practices work and how their pay is determined. We will respond to grievances on equal pay as a priority and monitor pay statistics annually in conjunction with the trade unions.

8.13 Where an existing job changes or needs additional duties adding, we will evaluate the post to make sure that the salary and grade awarded is correct, fair and non-discriminatory to other posts.

8.14 When a new position is created, the line manager will write a job description and person specification and the post will be evaluated before it is advertised. The evaluation will be based on the duties and responsibilities in the job description to make sure that a fair and accurate grade is applied to the post.

9.0 Action for the Way Forward

9.1 The Strategic Social Inclusion Group and Social Inclusion Implementation Groups will:

- deliver a Social Inclusion Strategy for Darlington
- deliver a Corporate Equalities Review and Plan for the Council
- oversee the incorporation of the Council's Race Equality Scheme into the Corporate Equalities Review and Plan
- share and promote good social inclusion (including equality and diversity) practice across Council departments and partner organisations
- prepare strategies and plans that anticipate future equalities legislation
- co-opt members and establish sub-groups where appropriate
- clearly link the Council's work on social inclusion to other corporate and borough-wide strategies and plans, ensuring effective co-ordination and avoiding duplication in the delivery of this agenda
- monitor performance on a number of relevant corporate performance indicators, as detailed in **Appendix C**, and on any future changes to these.

9.2 Every Department within the Council will be responsible for driving forward its own work to achieve successive levels of the Equality Standard for Local Government.

10.0 Monitoring and Review

10.1 This policy is not a static document and it will need to be reviewed regularly. Changes may be needed for a number of reasons, including new legislation or best practice.

10.2 The overall responsibility for monitoring and updating this policy lies with the Corporate Management Team, Joint Consultative Committee and Cabinet, in consultation with the Equality Policy Review Group, Strategic Social Inclusion and Social Inclusion Implementation Groups, the Policy Unit within the Chief Executive's Office and Human Resource Management Division.

11.0 Making an Equalities Complaint

11.1 Any employee who feels that they have not been fairly treated in line with the Equality Policy Statement and guidance should raise the matter through the Council's Grievance Procedure or Anti Harassment and Bullying Policy.

11.2 Any act within the course of an employee's employment with the Council that breaches this or any related equality policy/procedure, will be treated as potential gross misconduct under the Council's Disciplinary Procedure and could result in action up to and including dismissal.

11.3 Any service user who does not feel that they have been treated in line with the Equality Policy Statement and guidance should make a complaint under the Council's 'Feedback' procedure.

11.4 All racial incidents should be reported using the Council's Guidelines for Reporting and Dealing with Suspected Racial Incidents. These will be investigated under the Council's Anti Harassment and Bullying Policy if the incident relates to Council employees.

12.0 Further Guidance

12.1 If you have any problems putting this Policy Statement and guidance into practice, please speak to your supervisor/line manager in the first instance.

12.2 If you have any other questions or need any further information about the Policy Statement or guidance, please speak to your trade union representative, Departmental Human Resources Team, Departmental representative of the Social Inclusion Implementation Group or the Policy Advisor (Social Inclusion).

MS 11/10/05

List of Related Equality Documents/Standards**Organisational Development Strategy “Striving for Excellence”**

This has been developed through a process of consultation with all key stakeholders within the Council and sets out the core values, the rights and responsibilities and management frameworks to assist the delivery and continual improvement of our employees and our services.

Social Inclusion Strategy

This defines what Social Inclusion means and puts the Council’s aims and objectives into context in terms of moving the Borough of Darlington forward to improve the life chances of those at risk of disadvantage and discrimination. The Strategy establishes a vision showing where Darlington will be in 10 years’ time and gives an assessment of Darlington’s current position in relation to progress against the social inclusion agenda.

Corporate and Best Value Performance Plan

This sets out the Council’s priorities for improvement over the next three years to ensure that the Council continues to contribute to delivering the vision for Darlington.

Corporate Equalities Review and Plan

This sets out the Council’s corporate approach to the equalities agenda and shows the Council’s performance against the Equality Standard for Local Government.

Investors in People (IiP)

This is a quality standard that shows that an organisation has effective investment in the training and development of employees to achieve business goals and improved work performance. The Council was first accredited in 1997 and re-accredited in 2002 and 2004.

Race Equality Scheme

This outlines the action that the Council will be taking to tackle racial discrimination in line with the statutory duty to implement the Race relations (Amendment) Act 2000. It also sets out the action that the Council will take to ensure equality and promote good relations in Darlington.

Guidelines for Reporting and Dealing with Suspected Racial Incidents

These set out how the Council will progress information/complaints in relation to suspected racial incidents.

HR Policies and Procedures

These set out fair and equitable employment rights in line with legislation and best practice and are listed below:

Anti Harassment and Bully Policy
Recruitment and Selection Policy
Training and Development Policy
The Positive Action Strategy

Relevant Acts of Parliament and Codes of Practice Associated with Equality Issues

The following Acts of Parliament and Codes of Practice are not exhaustive, but represent the key issues equality issues at the time of writing this policy.

- Local Government Act 1966 (Section 11);
- Rehabilitation of Offenders Act 1974;
- Sex Discrimination Act 1975 and 1986;
- Race Relations Act 1976 and Race Relations (Amendment) Act 2000;
- Equal Pay Act 1970 and Amendments 1983;
- The Public Order Act 1986;
- Employment Act 1989;
- The Local Government and Housing Act 1989
- The Disability Discrimination Act 1995;
- Human Rights Act 1998;
- The Asylum and Immigration Act 1996;
- Protection from Harassment Act 1997;
- Part Time Worker Regulations 2000.
- Employment Equality (Sexual Orientation) Regulations 2003
- Employment Equality (Religion or Belief) Regulations 2003
- Employment Equality (Sex Discrimination) Regulations 2005
- The Children's Act
- The Education Act
- The Carers and Disabled Children Act 2000
- The Carers and Equal Opportunities Act 2004

In addition, the Council will comply with the following codes of practice relating to equal opportunities:

- Disability Rights Code of Practice;
- Age Discrimination Code of Practice.
- Age Positive Code of Practice
- Code of Practice and Explanatory Notes on Disclosure
- Code of Practice Equal Pay

and guidance available from:

- Equal Opportunities Commission;
- Commission for Racial Equality;
- Disability Rights Commission;
- ACAS: Advisory Conciliation and Arbitration Service;
- Department for Trade and Industry (DTI)
- Local Government Employers Organisation

The implications and findings of the McPherson Inquiry into the death of Stephen Lawrence have also been taken into account

Appendix C

Best Value and Local Performance Indicators/Quality of Life Indicators relating to Equality

BVPI 2a	The level of the Equality Standard for Local Government to which the Authority conforms
BVPI 2b	The Duty Promote Race Equality
BVPI 11a	% of the top 5% of Earners that are Women
BVPI 11b	% of the top 5% of Earners that are from BME Communities
BVPI 11c	% of the top 5% of Earners with a Disability
BVPI 16a/b	% of employees declaring that they meet the requirements of the Disability Discrimination Act 1995 compared with the % of economically active disabled people in the authority area
BVPI 17a/b	% of economically active BME people employed compared to the percentage in the community
BVPI 74b	Satisfaction of black and minority ethnic tenants with the overall service provided by their landlord
BVPI 74c	Satisfaction of non-black and minority ethnic tenants with the overall service provided by their landlord
BVPI 75b	Satisfaction of tenants of Council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord - Black and minority ethnic tenants
BVPI 75c	Satisfaction of tenants of Council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord - Non - black and minority ethnic tenants
BVPI 156	Percentage of public buildings in which all public areas are suitable for and accessible to disabled people
BVPI 164	Does the authority follow the Commission for Racial Equality's code of practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment included in the Code of Practice for Social Landlords: Tackling Racial Harassment?
BVPI 165	The percentage of pedestrian crossings with facilities for disabled people
BVPI 174	The number of racial incidents recorded by the authority per 100,000 population
BVPI 175	The percentage of racial incidents that resulted in further action
BVPI 197	Number of Conceptions to females under 18 per thousand females aged 15-17
ED4	Number of pupils with SEN placed in schools outside the Borough
ED5	Wheelchair access to Darlington schools
ED9	% of year 11 children who were in public care gaining 5 or more GCSEs A*-C
ED10	% of year 11 children who were in public care gaining 1 or more GCSEs A*-G
ED11	The number of children with additional educational needs accessing mainstream provision or links
ED25a	% of primary schools expressing satisfaction with the effectiveness of LEA support for meeting the needs of pupils from ethnic minority groups, refugees and travellers
ED25b	% of secondary schools expressing satisfaction with the effectiveness of LEA support for meeting the needs of pupils from ethnic minority groups, refugees and travellers
ED110	% of 15 year old BME pupils in schools maintained by the Authority achieving 5 or more GCSEs at grades A* - C or equivalent
ED111	% of 15 year old BME pupils in schools maintained by the Authority achieving 5 or more GCSEs at grades A* - C or equivalent, including English and Maths

ED112	% of 15 year old BME pupils in schools maintained by the Authority achieving Level 4 or above in the KS2 Mathematics Test
ED113	% of 15 year old BME pupils in schools maintained by the Authority achieving Level 4 or above in the KS2 English Test
ED114a	% of 15 year old BME pupils in schools maintained by the Authority achieving Level 5 or above in the KS3 English Test
ED114b	% of 15 year old BME pupils in schools maintained by the Authority achieving Level 5 or above in the KS3 Mathematics Test
ED114c	% of 15 year old BME pupils in schools maintained by the Authority achieving Level 5 or above in the KS3 Science Test
Local	% of 14 year old BME pupils in schools maintained by the Authority achieving Level 5 or above in the Key Stage 3 test in English, Mathematics & Science
Local 16	Number of racial incidents recorded in schools
Local 17	% of racial incidents that resulted in further action
SS4	Number of adults with learning disabilities living in supported tenancies
SS6	Number of adults with mental health problems helped to live at home per 1000 population (PAF C31)
SS14	Number of people with a physical disability or sensory impairment in receipt of direct payments
SS15	Adults with physical disabilities helped to live at home (PAF C29)
SS16	Assessments of adults/older people leading to a provision
SS17	No. of informal carers receiving an assessment
SS19	Ratio of the proportion of Children on the Child Protection register who are from ME groups to the proportion of children from ME groups in the local population
SS22	Impact of policies on promoting race equality for children
SS / D7	% of schools expressing satisfaction with the effectiveness of LEA support for meeting the needs of pupils with English as an additional language. a) Primary b) Secondary c) All Schools
SS / D8	% of schools expressing satisfaction with the effectiveness of LEA support for meeting the needs of pupils from ethnic minority groups, refugees and travellers. a) Primary b) Secondary c) All Schools
SS/D10	% of schools expressing satisfaction with the effectiveness of support for combating racism. A) Primary b) secondary c) All Schools
SS / D14	% of schools expressing overall satisfaction with how well the LEA promotes access to education and social inclusion. A) primary b) secondary c) All Schools
SS/E1	% of schools expressing satisfaction with the quality of the Local Authority's SEN strategy. a) Primary b) Secondary c) All Schools
SS/E4	% of schools expressing satisfaction with the efficiency with which statutory assessments of pupils with SEN are made
SS / E10	% of schools expressing overall satisfaction with the LEA's capacity to support special educational needs. a) Primary b) Secondary c) All schools
SS20/ E45	Ethnicity of Children in Need: Ratio of the percentage of Children in Need that were from ME groups to the % of the children from ME groups in the local population

E67	Number of disabled children supported in their families or living independently, receiving services in the census week, as a percentage of the estimated population of disabled children in the Council area
F4/170	% of children who are in public care who were permanently excluded in relation to all exclusions
PAF E47	Ethnicity of older people receiving assessment
PAF E48	Ethnicity of older people receiving services following an assessment
SS21	Ratio of the proportion of Looked After Children from ME groups to the proportion of children from ME groups in the local population
SS23	Well managed transition for children with disabilities from Children's to Adult Services
DE44	Level of provision for socially inclusive reception services <ul style="list-style-type: none"> a) language support b) disabled access c) visually impaired d) hearing impaired
DIS 3339	Number of direct payments for disabled children
C30	Adults with learning disabilities helped to live at home
QOL2	Community cohesion and involvement: % of residents who think that people being attacked because of their skin colour, ethnic origin or religion is a very big or fairly big problem in their local area
QOL6ii	Deprivation level : % of the population who live in wards that rank within the most deprived 25% of wards
QOL25	Community cohesion: % of people who feel that their local area is a place where people from different backgrounds get on well together

NB – this is not exhaustive and will be subject to updating.

Section 3 : The Equality Standard

3a) What is it? What will it do?

The Government has committed itself through a programme of modernisation to place equal opportunity at the 'heart of the Government's agenda' by 'eliminating unjustified discrimination wherever it exists and making equality of opportunity a reality for all' (Home Office 2000).

The Equality Standard has been developed under the joint guidance of the Employers' Organisation for Local Government, the Commission for Race Equality, the Equal Opportunities Commission, the Disability Rights Commission, and the Audit Commission. In the future it is anticipated that the three equalities commissions will be replaced by a single Equalities Commission.

The Standard recognises the importance of providing equal access to local government services and employment and fair treatment for staff and customers. It is a tool to provide a way of ensuring that the equality agenda is mainstreamed across departments and services.

The Standard was written to provide a common approach for dealing with race, gender and disability equalities issues. Darlington Borough Council's understanding of the equality agenda goes further. Our interpretation of the Standard is that it can be used to prevent discrimination on *any* grounds.

3b) How does the Standard help to modernise local government?

The Equality Standard Level 1: commitment to a comprehensive equality policy

To achieve Level 1 of the Standard an authority must have adopted a comprehensive equality policy that commits it to achieving equality in race, gender and disability. It will do this by:

- improving equality practice at both corporate and departmental levels;
- allocating specific resources for improving equality practice;
- equality action planning and target setting within all departments and service areas;
- systematic consultation;
- a fair employment and equal pay policy;
- an impact and needs/requirements assessment;
- progress monitoring;
- audit scrutiny.

The Equality Standard Level 2: assessment and consultation

To achieve Level 2 of the Standard an authority will need to demonstrate that it:

- has engaged in equalities policy impact and needs/requirements assessment;
- has engaged in consultation with the designated community, staff and partners/stakeholder groups;
- has engaged in the development of information and monitoring systems;
- is engaged in an equality action planning process for employment, pay and service delivery;
- is developing a system of self-assessment, scrutiny and audit.

The Equality Standard Level 3: setting equality objectives and targets

To achieve Level 3 of the Standard an authority will have to demonstrate that it:

- has completed a full and systematic consultation process with consultees outlined in Level 2;
- it has set equality objectives for employment, pay and service delivery based on impact and needs/requirements assessment and the aforementioned consultation;
- equality objectives have been translated into action plans with specific targets;
- is developing information and monitoring systems that allow it to assess progress in achieving targets;
- has started undertaking action to achieve targets.

The Equality Standard Level 4: information systems and monitoring against targets

To achieve Level 4 of the Standard an authority will have to demonstrate that:

- it has developed information and monitoring systems that allow it to assess progress in achieving targets;
- it is measuring progress against targets and effectively using its information and monitoring systems to improve performance;
- it is using monitoring reports at specified intervals and circulates these to designated consultees;
- it is running monitoring systems that are providing useful and relevant information about how the organisation is progressing towards specific targets.

The Equality Standard Level 5: achieving and reviewing outcomes

To achieve Level 5 of the Standard an authority will have to demonstrate that it has made considerable progress in achieving equal employment and service provision with a particular regard to race, gender and disability. It will need to show that:

- it has achieved significant targets that it set at Level 3;
- it has reviewed and revised targets, monitoring and consultation systems with designated consultees;
- it has initiated a new round of action planning and target setting as a result of the progress made over the previous 4 levels;
- through its achievements it can be seen as an example of good practice for other local authorities and public sector agencies.

What will it do?

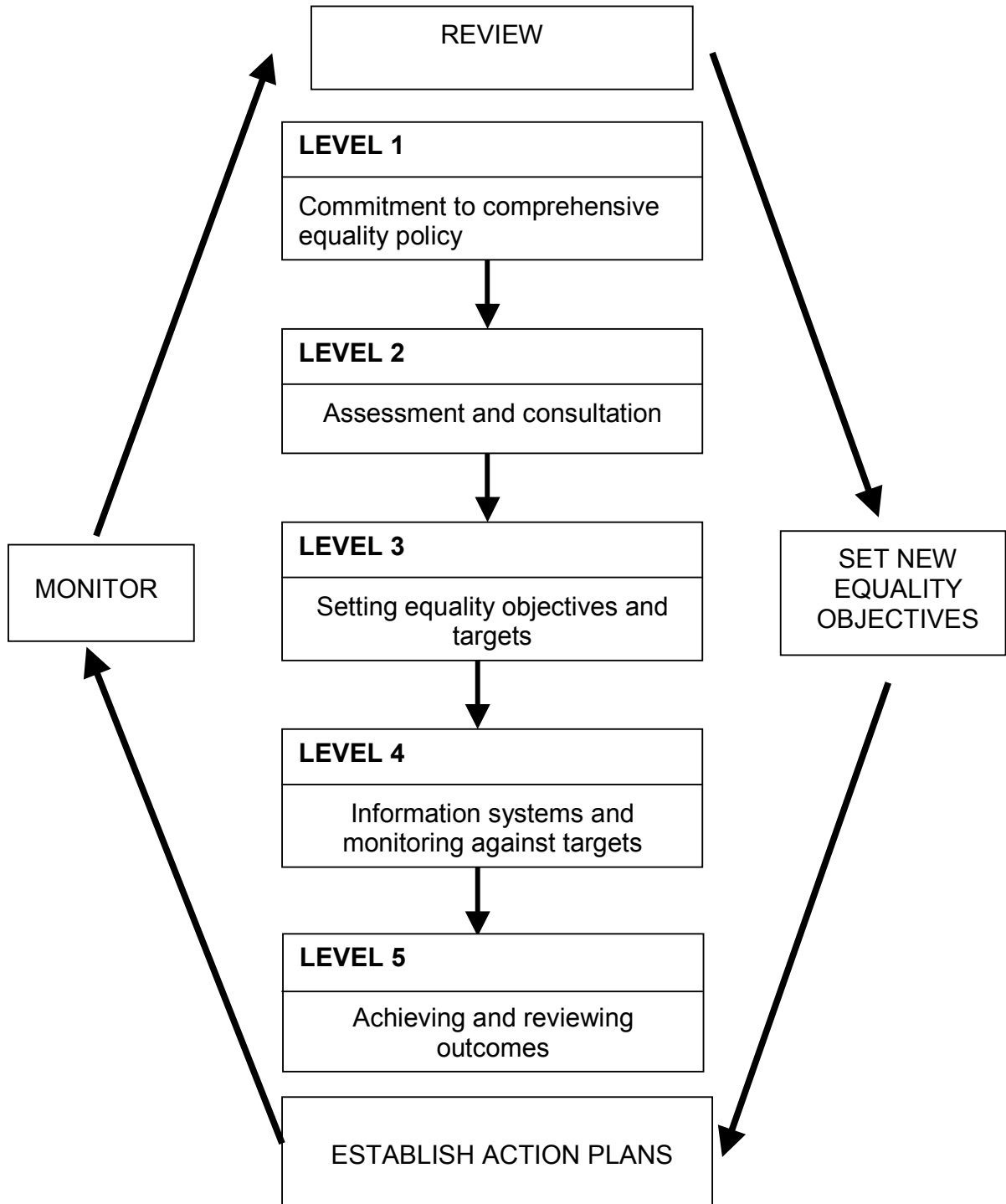
The Equality Standard will:-

- Provide a systematic framework for the mainstreaming of equality.
- Help local authorities to meet their obligations under the law:
- Integrate equality policies and objectives with Best Value.
- Encourage the development of anti-discrimination practice appropriate to local circumstances.
- Provide a basis for tackling all forms of institutionalised discrimination.
- Provide a basis for improving equalities performance.

The Standard complements the authority's other drivers for performance improvement, for example: Best Value, Beacon Council Scheme, Comprehensive Performance Assessment. It provides a framework for integrating these approaches with the Council's own equalities policy.

3c) Putting the Quality into Equality (diagrammatic representation of Standard attainments).

Continuous Improvement through Equality Management



3d) Anti-discrimination law and enforcement

Some relevant equalities legislation is summarised below:

The Equal Pay Act 1970

The Equal Pay Act 1970 makes it unlawful for employers to discriminate between men and women in terms of their contracts of employment.

The Sex Discrimination Act 1975 and 1986

The Sex Discrimination Act prohibits unlawful sex discrimination against individuals in the areas of employment, education, the provision of goods, facilities and services and in the disposal or management of premises. It also prohibits unlawful discrimination in employment against married people.

The Sex Discrimination (Gender Reassignment) Regulations 1999

These regulations prohibit discrimination (with respect to treatment in the workplace) where an individual intends to undergo, is undergoing, or has undergone gender reassignment (creating a new sexual identity).

The Race Relations Act 1976

The Race Relations Act 1976 prohibits discrimination on racial grounds in the areas of employment, education and the provision of goods, facilities, services and premises.

The Race Relations (Amendment) Act 2000

The Race Relations (Amendment) Act 2000 adds to the 1976 Act. It places a new positive duty on public authorities to eliminate unlawful discrimination, promote equality of opportunity and promote good race relations between people of different racial groups. This is known as the "general duty". The Act also contains specific duties to ensure the delivery of the general duty.

The Disability Discrimination Act 1995

The Disability Discrimination Act 1995 protects disabled people in the areas of employment, the provision of goods, facilities and services and selling, letting or managing of land or premises. The Act also requires, schools, colleges and universities to provide information for disabled people and allows the government to set minimum standards to assist disabled people to use public transport easily. Under the Act a disabled person is defined as anyone "with a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities".

The Protection from Harassment Act 1997

The Protection from Harassment Act 1997 creates a criminal offence of harassment. It also creates a new type of civil claim allowing individuals who are harassed to claim damages and/or seek a court order to stop the harasser from continuing the harassment.

The Employment Relations Act 1999

The Employment Relations Act 1999 includes the right to be accompanied at disciplinary or grievance hearings by a trade union representative or another of the employer's workers. It also contains provisions relating to maternity and parental leave, as well as provision for time away from work for domestic incidents.

The Human Rights Act 1998

The Human Rights Act was introduced to allow cases concerning the rights given under the European Convention on Human Rights (1950) to be brought in the UK courts. It also ensures that domestic legislation is interpreted in a way that is compatible with the Convention Rights. It applies to all public authorities, making it unlawful for such bodies to violate Convention Rights and placing a duty on public authorities to ensure that respect for human rights is integral to their work.

Other Relevant European Legislation

Article 13 of the Amsterdam Treaty enables the European Commission to propose measures to tackle discrimination on the grounds of sex, race, disability, sexual orientation, religion or belief, and age.

The European Union has established a common framework to tackle unfair discrimination in a number of areas. This comprises three directives:

- The Race Directive (2000) prohibits race discrimination with employment of training, the provision of goods and services, education and social protection.
- The Employment Directive (2000) covers employment and vocational training only. It prohibits discrimination on grounds of sexual orientation, religion or belief, disability and age.
- The Equal Treatment Directive (1975) prohibits sex discrimination in the fields of employment and vocational training. An amendment to this was also adopted in 2002.

The Local Government Acts

Section 11 of the Local Government Act 1966 provided a mechanism for all local authorities to establish posts to address the needs of people from ethnic minorities.

The 1988 Act sets out a framework within which local authorities can ensure that companies and other bodies applying for inclusion in selection or approved lists, bidding contracts and working under contract, take reasonably necessary steps to comply with the Race Relations Act and the CRE Race Relations Codes of Practice in Employment.

The 2000 Act gives local authorities a power to promote the economic, social and environmental well-being of their areas. This power can be used flexibly to tackle a range of issues including neighbourhood renewal and social exclusion, as well as being used to reduce inequalities.

The Rehabilitation of Offenders Act 1974

This Act provides that if a convicted person completes a specified period without being convicted of further offences the conviction can be regarded as "spent". Such convictions do not then have to be revealed and may not be used as exclusion from employment or promotion. Some occupations are excluded from the provisions of this Act.

The Children Act 1989

The Children Act 1989 says, "In any proceedings in which any question with respect to the upbringing of a child arises...a court shall have regard in particular to...his age, sex, background and any characteristics which the court considers relevant". This is part of the "Welfare checklist", the over-riding principle being that in any question relating to the care/upbringing of a child, the child's welfare is the court's paramount consideration.

Employment Equality (Sex Discrimination) Regulations

These regulations amend the law to make explicit the fact that discrimination on the grounds of pregnancy and maternity leave and sexual harassment and harassment on the grounds of sex are unlawful.

The NHS and Community Care Act 1990

This Act acknowledges the differing needs of various ethnic communities and places an obligation on service providers to take account of these needs and plan an appropriate vision in consultation with these communities.

There is now a substantial legislative grounding for the development of corporate equalities plans.

The Equal Opportunities Commission, Commission for Race Equality and Disability Rights Commission have powers of law enforcement and good practice promotion. The commissions have the power of formal investigation into unlawful activity and are also empowered to issue statutory codes of practice giving guidance to organisations on avoiding discrimination and promoting equality of opportunity.

To reinforce the government's approach to the equalities agenda the three commissions will be merged into a Single Equalities Commission by 2006. This will have ramifications for local and regional equalities bodies.

Section 4 : Leadership and Corporate Commitment

4a) Strategic approaches to equalities, diversity and social inclusion (Social Inclusion Strategy)

Darlington Borough Council's corporate commitment to the equality agenda has been signalled in a number of ways:

- The Council's elected members receive corporate social inclusion training.
- 'Ensuring Access For All' is a corporate objective, endorsed by members.
- New Cabinet arrangements for social inclusion scrutiny.
- Member endorsement of the clear linkage of corporate objectives to Darlington Partnership's Community Strategy theme 'Promoting Inclusive Communities'.
- The Policy Advisor (Social Inclusion) in the Chief Executive's Office is responsible for facilitating the corporate commitment to link the equalities, diversity, community cohesion and social inclusion agendas.
- The Leader of the Council is the Corporate Champion for the Equalities and Social Inclusion Agendas.

In 2003, the Council changed the way that it addressed the equalities agenda, with the development of a Strategic Inclusion Group and an Inclusion Implementation Group. These groups replaced the Equal Opportunities Mainstreaming Group which focused solely on equalities at the expense, it was felt, of some other linked issues. The new groups have a broader remit and a much clearer linkage to the LSP for Darlington, Darlington Partnership. The membership, role and function of these groups are described below.

Strategic Inclusion Group

The Strategic Inclusion Group exists primarily in order to drive forward the corporate social inclusion agenda at Darlington Borough Council. Secondly, to further this agenda in the borough. The development of 'All Together Now : A Social Inclusion Strategy for Darlington' has been the realisation of one of the group's original aims.

The Strategic Inclusion Group has an understanding of the current situation with regards to achievements in equalities and social inclusion and has articulated a vision of where the Council would like to be in the future. The strategy identifies the steps we need to take to complete that journey. The first draft of the Social Inclusion Strategy was produced by the Strategic Inclusion Group in December 2003. This was refined with an extensive programme of consultation in 2004, before final approval by Council in January 2005 and adoption by the Darlington Partnership in March 2005. The Strategy is unequivocal about what social inclusion means: 'to improve the life chances of those who are experiencing, and those who are at risk of experiencing, discrimination and disadvantage'. The Strategy goes on to provide a profile of some of Darlington's communities of interest and identity. At the consultation, these groups were identified as being those most at risk of discrimination and advantage:

- Young people in the care of Darlington Borough Council.
- People over the age of 85.
- Those under the age of 5.
- People with long term illness.
- Disabled people.
- Black and Minority Ethnic Communities.

- Faith groups.
- People who are unemployed or receiving a low income.
- People with spent criminal convictions.
- Carers.
- Lesbian, gay, bisexual and transgender people.
- Refugees and asylum seekers.
- Gypsies and travellers.

The Strategy also contains two action plans. One focused on improving social inclusion performance at Darlington Borough Council and the second aiming to deliver improvement across the borough via partnership working between Darlington Borough Council and its main strategic partners. 'All Together Now: Social Inclusion Strategy for Darlington' is available from david.plews@darlington.gov.uk.

Membership

Paul Wildsmith, Director of Corporate Services (Chair)
 Lorraine O'Donnell, Head of Policy, Chief Executive's Office
 David Plews, Policy Advisor (Social Inclusion), Chief Executive's Office
 Sharon Brown, Head of Performance Development and Community Partnerships, Community Services.
 Julian Kenshole, Head of Performance & Development, Children's Services
 Richard Horniman, Principal Economic Regeneration Officer, Development and Environment
 Neville Simpson, Customer Care and Support Services Manager, Community Services

The role and function of the Strategic Inclusion Group is as follows:

- To oversee the development of a Social Inclusion Strategy for Darlington.
- To co-opt members from stakeholder organisations as appropriate.
- To initiate and oversee the development of a properly costed Corporate Equalities Plan.
- To oversee the incorporation of the Council's Race Equalities Scheme into the Corporate Equalities Plan.
- To share and promote good social inclusion practice both within the Council and between partner organisations.
- To prepare strategies and plans and anticipate future equalities legislation.
- To liaise, as part of the two way process, with the delivery/implementation groups in order to further the social inclusion agenda in the Council and in Darlington.
- To clearly link the Council's work on social inclusion to other corporate and borough-wide strategies and plans, ensuring co-ordination and avoiding duplication in the delivery of this agenda.
- To prioritise these tasks in the context of a broad vision.
- To oversee Darlington Borough Council's performance in relation to equal opportunities performance indicators.

Inclusion Implementation Group

The role and function of the Inclusion Implementation Group is as follows:-

- To initiate and oversee the development of a properly costed Corporate Equalities Plan.
- To oversee the incorporation of the Council's Race Equalities Scheme into the Corporate Equalities Plan.

- To liaise, as part of a two way process, with the Strategic Group in order to further the social inclusion agenda the Council and in Darlington.
- To set up subgroups to deliver particular pieces of work as appropriate.
- To drive work in the departmental equalities groups.
- To be responsible for a number of corporate performance indicators, for example:

BV2 (CRE standard)

BV2a (Equality Standard)

BV2b (duty to promote race equality)

BV11a (female top earners)

BV11b (people from BME groups who are top earners)

BV16a (% of disabled employees)

BV17a (% of BME background employees)

BV174 (racial incidents)

BV175 (racial incidents that led to further action)

PSA 14 (increase employment rate of disabled people and disadvantaged people).

Membership

David Plews, Policy Advisor (Social Inclusion), Chief Executive's Office

Shan Warren, Strategy and Performance Manager – Community Services

Neville Simpson, Customer Care and Support Services Manager, Community Services

Jeanette Crompton, Service Manager, Community Services

Peter Roberts, Service Development Manager – Development and Environment

Sarah Cornforth, National Management Trainee – Development and Environment

Ian Wilson, Head of Performance and Development – Corporate Services

Julian Kenshole, Performance and Development Manager – Children's Services

Maggie Swinden/Helen Whiting, HR Manager (Policy and Strategy) / Trainee HR Officer – Corporate Services

Jan Lefevre, Commissioning Manager (Children's) – Children's Services

Dorothea Wilson, UNISON

Goe White, UNISON

Chris Bracken, Performance and Development Officer – Children's Services

The Role of Departmental Implementation Teams

The role of these teams is to work to support individual departments' delivery of the above agenda. Their focus is on practical, delivery issues. They can also act as 'reality testers' for recommendations made by the Strategic and Implementation Groups.

These groups have a particular responsibility for ensuring individual departments' compliance with the requirements of the Equality Standard for Local Government.

4b) Action Planning and Performance Management

The Council's corporate commitment to the equalities agenda was seen in its instigation of a comprehensive programme of Equalities Impact Assessments during 2004/2005. These assessments are attached at Appendix 1. Twenty-eight assessments were carried out overall. These were in the following areas:

- a) Closed Circuit Television
- b) Finance
- c) Legal and Admin
- d) Information and Communications Technology
- e) Register Office
- f) Human Resource Management
- g) Building Services
- h) Community Partnerships
- i) Housing Benefits
- j) Housing Services
- k) Leisure and Arts
- l) Supporting People
- m) Youth Services
- n) Environment
- o) Children's Services
- p) Adult Social Services
- q) Sure Start Local Programme and Early Years
- r) School Effectiveness Service
- s) Pupil Support
- t) Client Services
- u) Special Educational Needs
- v) Libraries
- w) Darlington Partnership
- x) Chief Executive's Office
- y) Support Services
- z) Public Protection
- aa) Consultancy
- bb) D&R

The Council's Equalities Impact Assessments were based on a template developed in conjunction with the New Unitary Boroughs Equality Benchmarking Group.

As part of the process, the Council carried out an analysis of its services to check whether they were accessible to all of its customers and potential future customers. The assessment looked at a number of things:

- What are the barriers stopping some people from using Council services?
- Are some customers treated differently from others, if so, why? Do they receive a better or worse service?
- How are service managers promoting equality and fair access to their services?
- How are service managers consulting with people about their plans for equalities work?
- How are staff trained in equalities issues?

The issues that the Council needs to address as a result of the Impact Assessments are described in detail in **Appendix 1**. They include things like:

- Provide training in cultural awareness for front-line workers so they better understand the needs of our customers.
- Ensure Community Development Workers work to ensure that under-represented groups become more involved with Darlington's Community Partnerships.

- Deliver proposals to improve physical access to the Dolphin Centre, Arts Centre and Eastbourne Leisure Complex.
- Refine Housing-related support services so that under-represented groups are properly catered for.
- Improve understanding of homophobia among Community Safety Wardens.
- Review care services for people with HIV.
- Ensure the correct language support is available for speakers of languages other than English in Development and Environment.
- Complete Equalities Impact Assessments for any new Council policies.
- Develop work for under 5 year olds and their families from the Gypsy and Traveller communities.
- Work with Morrison Trust to provide work placements for adults with learning disabilities.
- Consider equalities issues in the development of the Council's new approach to Customer Relationship Management.
- Work with Darlington Partnership to develop an Interfaith Forum in Darlington.

Performance Management

Darlington Borough Council collects information about how well its services are doing; Performance+ is a software packages that lets us collect this performance information in a single place and report on it. We have built a model of all our services in the system which shows how different objectives in the Community Strategy and the Council's Plans interrelate. It lets us produce customised reports which focus on any particular area of our performance, such as equalities. Performance reports from Performance+ can be tailored for cabinet portfolios, Scrutiny Committees and Departments with the results that Councillors' involvement in performance management has increased.

Scrutiny of equalities performance through Performance+ is possible through an analysis of some specific Best Value Performance Indicators, including:

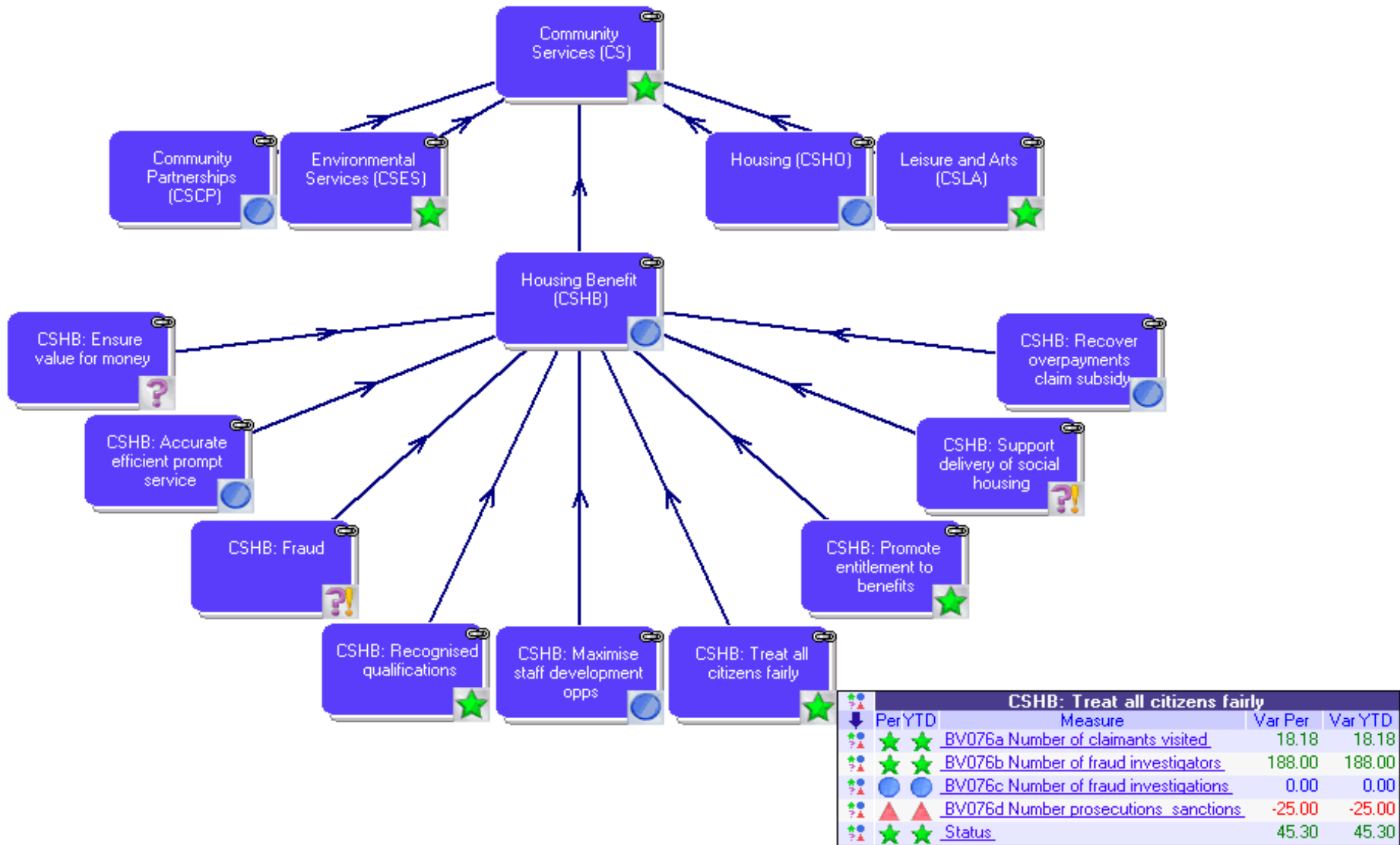
- BV2a (Equalities Standard for Local Government)
- BV2b (Duty to promote race equality)
- BV11a (Female top earners)
- BV11b (People from BME groups who are top earners)
- BV16a (Percentage of disabled employees)
- BV17a (Percentage of employees from a BME background)
- BV174 (Racial incidents)
- BV175 (Racial incidents that lead to further action)
- PSA (Public Service Agreement) 14 (increase employment rate of disabled people and disadvantaged people).

A performance report on the Council's attainment under BVPI 2a and 2b is available at www.darlington.gov.uk

Performance Plus Screen Grab: Causal Map

Map Layout: Housing Benefit 2004/05

Date: 01/04/2004



4c)

CODE OF PRACTICE FOR
EQUALITIES IN PROCUREMENT

Contents

- 1) Introduction
- 2) The Equality Agenda in Darlington
- 3) National Legal framework for Equalities
- 4) Relationship between Procurement & Equalities
- 5) Responsibilities of external suppliers
- 6) Local Authority Compliance
- 7) Relevancy of equalities to specific contracts
- 8) How equality is built into the procurement process
- 9) How do these guidelines affect current contracts?
- 10) How we can help you
- 11) Further Sources of Information
- 12) Glossary

Introduction

As an Authority, we are committed to equality of opportunity for all in our service delivery, employment and in the way we operate as an organisation. This commitment is expressed through the principle of 'mainstreaming', which aims to integrate equality as a core value into everything we do, including procurement.

Darlington Borough Council is currently striving to achieve Level 3 of the Equality Standard for Local Government – (**Appendix 1** provides further details on the requirements for different levels). This will be a valuable achievement for DBC as it illustrates the importance of equality within the authority.

The authority is already well progressed in this area, with a comprehensive Social Inclusion strategy (All Together Now: A Social Inclusion Strategy for Darlington) in place. However, the issue of equalities in procurement must be investigated at a greater depth with specific objectives and actions assigned to it. This guide gives information on how those involved in procurement should promote equality whilst procuring goods, works and services from external contractors and suppliers.

The guidance must be adhered to in order that the authority complies with its legal obligations under Race Relations (Amendment) Act 2000 and meet the requirements of all 5 levels of the Equality Standard for Local Government. Adherence to this guidance is essential for the Council's attainment of Level 3.

The Equality Agenda in Darlington

There are many inequalities existing in today's society, the list below illustrates some of the main grounds for discrimination.

- Age
- Class
- Gender
- Sexual Orientation
- Disability
- Unrelated criminal convictions
- Colour
- Race
- Ethnic origins
- Nationality
- Employment status
- HIV status
- Marital status
- Religion / Belief
- Political stance
- Trade Union activities
- Commitments as a carer
- Responsibilities for dependents

Every individual if asked what equalities means to them would describe different things dependent on their experiences, situation, knowledge and where they live.

Further details on Darlington's demographic can give an overview of some equality issues within the borough:

- Nearly one fifth of population in Darlington are over retirement age and this is set to increase. There are 1% more older people in Darlington than the national average
- Under 5's population is shrinking in line with national trend
- People with long-term illness, health problem or disability that limited their daily activities or work in Darlington is 20.4%, compared to national average of 18.2%.
- BME population in Darlington is growing 1991 it was 1.5% in 2001 it had increased to 2.1%
- In Darlington 79.8% of people claim to be Christian with the remaining 20.2% stating alternate religions or claiming to have no religion
- Darlington has a low unemployment rate compared to the rest of the Tees Valley 3.8% as opposed to 5.3% however this still exceeds national rate
- Over 10,000 people identified themselves as carers in 2001 census
- Estimated that between one in twenty and one in twelve people in Darlington are lesbian, gay, bisexual or transgender
- Asylum seekers represent less than 0.05% of the borough's population
- In any one year there are approximately 1,800 Gypsies and Travellers in Darlington

National Legal Framework For Equalities

DBC or any other organisation in the UK must not discriminate against people, regardless of race, age, disability, gender, sexual orientation, religion, social and economic status, or political beliefs. Discrimination on many of these grounds is illegal through legislation in various Acts of Parliament, there are a number of the most applicable listed below:

The Race Relations Act 1976, as amended by The Race Relations (Amendment) Act 2000 (RRA) – Original Act prohibits discrimination on racial grounds in the areas of employment, education and the provision of goods, facilities, services and premises.

Amendment places a new positive duty on public authorities to eliminate unlawful discrimination, promote equality of opportunity and promote good race relations between people of different racial groups.

This applies to all employers.

The Sex Discrimination Act 1975 (SDA) – Prohibits sex discrimination against individuals in the areas of employment, education, and the provision of goods, facilities and services and in the disposal of management of premises. Also prohibits unlawful discrimination in employment against married people.

This is applicable to all employers regardless of number of employees.

The Sex Discrimination (Gender Reassignment) Regulations 1999 (SD-GR) - These regulations prohibit discrimination (with respect to treatment in the workplace) where an individual intends to undergo, is undergoing, or has undergone gender reassignment (creating a new sexual identity).

The Equal Pay Act 1970 (EPA) – makes it unlawful to discriminate between men and women in terms of their contracts of employment.

This act is applicable to all employers.

The Disability Discrimination Act 1995 (DDA) – This Act protects disabled people in the areas of employment, the provision of goods, facilities and services and selling, letting or managing of land or premises. The Act also requires, schools, colleges and universities to provide information for disabled people and allows the government to set minimum standards to assist disabled people to use public transport easily. Under the Act a disabled person is defined as anyone “with a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities”.

This is applicable to all employers regardless of number of employees (armed forces are the exception).

Relationship Between Procurement & Equalities

Darlington Borough Council provides, directly or indirectly, a wide range of goods and services throughout the borough. If the authority does not provide these directly, then a specified contractor will provide them on the authority's behalf. These goods and services are supplied on behalf of the people of Darlington who encompass all sections of society. The demographics in the previous section illustrated the diverse mix of people in the local area, each having their own set of needs for which the Council must provide. The ultimate aim for the authority is to have a mix of contractors reflecting the demography of the local area.

It is the responsibility of all officers and managers connected with procurement activities to ensure that equality should be embedded into all aspects of the process. The authority must try to ensure that public money is not being spent with companies who have discriminatory practices. This requires commitment from all parties. The key importance of equalities must be emphasised from the first concept to the fruition of the contract.

This must include analysing activities of procurement in order to ensure they don't result in discrimination. Darlington Borough Council needs to be able to prove that it is using the procurement function to promote equality. Its policies and practices must illustrate that equality awareness is a pre-requisite of doing business with the authority.

Continuous monitoring is also essential. If unacceptable performance is uncovered quick and effective action must be taken. However, it is hoped that by monitoring contractors any questionable performance can be addressed before it becomes unacceptable and lessons can then be learnt for the future.

The Procurement Strategy illustrates the importance of equality by highlighting the issue throughout the document. One of the key points in the introduction is the need to 'embed equality and sustainability in service delivery'.

The authority must ensure that equality is considered alongside all the other standard requirements, i.e. value for money, quality etc. It should also not restrict access to the contract in question for tenderers from other European Member states.

Responsibilities of External Suppliers

Equality is an increasingly more important aspect of business in today's environment. It is especially the case when dealing with local authorities as there has been a duty placed on all authorities to promote race equality through the RRA. This is an extension to the general anti-discrimination and equality legal framework that is in place which all businesses must meet whether private, public or voluntary.

If, as a company, you wish to do business with local authorities the Council recognises that you cannot afford to ignore equality, specifically race equality. It is recommended that in order to establish responsibilities companies should initially check their general equality policies to ensure they are complying with the various laws covering all companies whether private, public or voluntary. Companies should also be clear at an early stage whether they can realistically meet the requirements in terms of equality and whether they are prepared for any cost implications.

If there is no formal equalities policy in place then evidence must be available to demonstrate how equality obligations are being met when applying for contracts with local authorities. If there is a policy in place then suppliers must ensure that it is being upheld in practical sense through day-to-day operations. It must be available for scrutiny by customers in order to demonstrate best practice.

Any company tendering for business with the authority will be asked to demonstrate an understanding of their responsibilities in terms of equality. The size of the firm will affect their position in terms of equality; it is highly likely that a firm employing 250+ will have a more comprehensive equalities policy than a small firm employing five people. The differing criteria required are detailed later in the document. Tenderers will also be asked if there have been any investigations into such issues in the past, if so details will need to be provided. It is logical that given the duty that is placed on local authorities to promote equality they are more likely to choose bidders that do not have a record of discrimination.

Local Authority Compliance

The race relations legislation is more stringent than some areas of equalities and therefore further emphasis must be placed in that area. The RRA specifically outlaws discrimination in all local authorities and places a duty on functions to promote equality and good race relations. This duty also extends to contractors who are supplying goods / services on behalf of the Council, however there isn't the same legal obligation to promote equality of opportunity for contractors. Therefore, in order to meet Council's own RRA duty there must be further equality considerations built into the general procurement process and specific projects.

The remaining areas covered by legislation are not as specifically aimed at local authorities as race relations, however the authority must ensure that its duties in accordance with the general UK legislation are adhered to.

DBC has its own corporate performance indicators in place to combat discrimination. A full list can be found in 'All Together Now' - A social inclusion strategy for Darlington 2005, some are listed below:

- Percentage of public buildings accessible to disabled people – Increase
- The percentage of people who feel that their local area is a place where people from different backgrounds can get on well together – Increase
- Percentage of young people in education, employment or training - Increase

The Council must also ensure that it continues to achieve Best Value and Value For Money. These are key areas for the procurement function and should not be compromised in the quest for achieving equality.

Darlington Borough Council already engages in workforce profiling. HR Management Division gathers information on a 6-monthly basis and provides detailed reports for the Corporate Management Team (CMT).

EU Procurement Directives include no specific equalities requirements, but these and other social considerations should be taken into account.

There may be a requirement under certain projects to transfer staff from the authority to a contractor. If this occurs the Transfer of Undertakings (Protection of Employment) Regulations 1981 (TUPE) will apply. This legislation protects employees' terms and conditions when their employment transfers from an authority to an external contractor.

Relevancy of Equalities to Specific Contracts

At the outset of any procurement project, the relevancy of equality must be assessed. The more relevant equality is the more it needs to be considered. If you require advice your Social Inclusion Implementation Representative will be able to help (see **Appendix 2**).

Equalities are more relevant to some contracts than others and are particularly relevant where there is interaction between contractors and Council employees or members of the public, especially children or vulnerable adults. The nature and purpose of each contract needs to be assessed along with the effect it could have on different community groups.

Procurement staff must be aware that low value contracts are not necessarily low risk in terms of equality. However, simpler procedures may be suitable for low value or one-off contracts. This will need to be assessed on a contract-by-contract basis.

Is Equality a Core Requirement in a Contract?

The CRE recommends that the following questions should be asked:

- What is to be provided in the contract?
- Is the provision of goods, works, or services in question one of the functions or policies assessed as relevant to meeting the duty to promote equality?
- Is the provision in question likely to affect, directly or indirectly our ability to comply with legislation, the requirements of the Equality Standard or our Social Inclusion Strategy?

If the answer to the second two points is yes then equality and diversity is a core requirement of the contract.

When equality is a core requirement to the contract it should form a specific part of the specification issued with the tender documents (see later section on how equality is built into procurement stages).

Examples of Equality Core Requirement Contracts

Door to door transport for the disabled – are the vehicles DDA approved and drivers trained in the field?

External sourcing for provision of school meals – are options provided for people from different ethnic origins?

Leaflet circulations detailing local events – can contractor provide it in community languages, Braille, large print, spoken word?

Uniforms for police service – are suitable options available for women and ethnic groups being offered?

How Equality is built into the Procurement Process

It is vital that equality is built into the procurement process from the outset; the section below details the process stage by stage, with **Appendix 3** illustrating the process in diagrammatic form. If at any stage during the process you feel that you need advice on the way forward please contact a member of the team (see **Appendix 2**) who will be happy to assist.

Stage 1 – Initial preparation

At the earliest stage it must be determined how relevant equality is to the particular procurement project being undertaken and whether it relates to the subject of the contract. It is only once this is assessed that it can be confirmed how equalities issues can be integrated into the procurement process without disrupting the flow of information anymore than is necessary.

A review of the current service must be conducted in order to establish whether the needs of the current users are being met along with assessing the quality, efficiency and effectiveness of the existing services. This may include investigations into the diversity of users / potential users in order to ensure that no specific community groups are currently being excluded from the service or being adversely affected by the way the service is provided. If this is found to be the case then actions can be taken to correct this.

Some managers have found that the Council's Equalities Impact Assessment model can be usefully applied during a service review to address these issues – see **Appendix 4**.

An equalities risk assessment must then be carried out to establish relevancy as discussed earlier in the document. This may be carried out as an addition to the standard risk assessment. It should advise whether there is an impact on the community associated with the project and whether there are any potential breaches of legal and statutory equality requirements. If there are any possible issues then these should be taken into account when writing the specification and other contract documents in an attempt to minimise the risk.

If the equality needs and objectives require a service to be provided, or goods delivered, in a specific way, then that must be clearly identified within the contract documentation and communicated to suppliers. This would mean equality would have been identified as a core requirement at the initial stage.

Also the procurement team must ensure that focus still remains on best value and continuous improvement.

There are also supplier workforce issues to consider, an assessment must be made as to whether the procurement project will involve any Council staff being required to move into the employment of an external contractor. If this is a possibility then the possible implications must be considered along with TUPE legislation.

A great deal of consideration must be put into how all the documentation relating to the project, from expressions of interest to the actual contract, is worded. Consider whether the information is packaged in such a way that would encourage BMEs, SMEs and Social

Enterprises to respond or is it written in such a way that only large companies with legal departments would understand. The documentation should remain flexible enough for contractors to show they would be able to fulfil the contract in a way that may seem innovative to the Council.

Stage 2 – Contract Preparation

There are a number of key issues to consider when preparing your contract documentation:

-

- Do equality matters relate to the subject of the contract?
- Is it a core requirement of the contract?
- Will the tenders be assessed on price alone or on ‘most economically advantageous tender’ (MEAT)? MEAT allows equalities matters to be taken into account in the evaluation process.

DBC normally select tenders on the basis of MEAT, using a 30%/70%, price/quality split, the 70% can be made up of a number of elements including financial standing, Health & Safety Policy, references, equalities and ability to meet specification. It is within the quality area of the evaluation that the scoring criteria can be adjusted to give more weighting to equalities issues.

Prior to preparing the Contract Documentation a risk assessment will have been carried out to determine whether equality is a core requirement of the contract, this in turn will inform the weighting to be used in the evaluation of the tenders. If equality is deemed to be a core requirement of the contract then, irrespective of the value of that contract, a higher weighting will be applied to the evaluation of responses on the equalities elements of the tender submission.

Example 1: - if you were purchasing office supplies then the value of the contract would be high but equality would not be a core requirement of the contract therefore the weighting of the score would be low; however we would expect a company to meet the criteria as set out in the standard (see **Appendix 5**).

Example 2: - if you are purchasing door-to-door transport for disabled people the value of the contract might be low but equality would definitely be a core requirement of the contract, therefore the weighting of the score would be high to reflect that.

Pre-tender Questionnaire - DBC have a standard equalities questionnaire (see **Appendix 6**) for tendering purposes, it is sent to all firms whom express an interest in bidding for any contract. This covers the basic issues that companies should be aware of and the response to the questionnaire will provide a good indication of the companies performance on equalities issues.

Invitation to Tender – The invitation should include details of the authority’s commitment and its duty to promote equality in addition to ensuring that the tenderers know what is expected of them and what evidence they have to provide. Tenderers should understand by this that they should submit a tender that encompasses these elements in order that they can progress to the next stage. It must also refer to the contract conditions that relate to the equalities legislation and companies should confirm that they could comply. Also at this stage any facts on the authority’s local population that are relevant to the contract should also be disclosed.

Specification – It is at this stage that the needs and objectives set out earlier in the process are utilised to form the basis of the specification. This is explicit text and states exactly the requirements the contractor must have in terms of equalities in an unambiguous way. The more specific and clear the specification is the more likely it is that the contractor will meet the requirements. However, be sure that everything is included as it is rare that contractors supply any additions to what is stated in the specification.

Method statements can also be used as an effective way of allowing potential contractors to explain their approach as to how they will meet the specified objectives in terms of equality. These should address specific equalities requirements rather than generalised statements that could apply to any authority. These responses are then used as part of the evaluation process, later becoming part of the contract documents and forming part of the future monitoring system.

Specific Performance Targets may also be included in this area in order to measure future performance and possible areas of development.

Details of the Council's Complaints Procedure should also be included in the specification in order that any areas of concern from users be logged and dealt with appropriately. This must be accessible to all possible users therefore may need to be available in braille, languages other than English, audio etc.

Special Contract Conditions – These set out the legal requirements and conditions to which the contractor must adhere. Any equality requirements that have been identified can be listed in this area, therefore making them contractual terms and conditions.

These are in addition to the standard contract conditions relating to equalities that must be included in all contracts whether equalities is a core requirement or not. These cover all contractors' obligations under current UK legislation on race, gender and disability.

Effective management and monitoring mechanisms must be clearly outlined in the contract clauses to ensure that the equality issues are controlled and measured. They must detail the information the supplier must provide and the timescales and format for doing so. This will enable the Council to monitor the contractor's compliance to the terms and conditions as they are laid out.

Stage 3 – Letting the contract

Advertising – If equality has been assessed as a core requirement of the contract then this must be made clear in the advertisement, whether it is a notice submitted to the Official Journal of the European Union or an advert placed in a newspaper or journal; neither must they discriminate against any suppliers.

Expressions of interest - At this stage it is only acceptable to measure certain criteria such as economic, financial and technical capability; this will include their capacity and ability to meet equalities legislation.

Pre-Tender Questionnaire – If assessing whether the supplier can provide a particular service, questions can be included to at this stage to ensure the service criteria can be met along with checking equality in the supplier's workforce.

Non-return of the questionnaire will obviously raise serious questions and careful consideration must be taken as to the reasons why it remains outstanding. It may be simply that the return of the questionnaire has been overlooked, however, if it has been deliberately excluded from the return a zero score would have to be recorded against the equalities section of the supplier's overall evaluation.

Any instances of upheld tribunal complaints would have to be further investigated, where infringements have occurred evidence must be shown of a proactive approach including the actions and remedies put in place to avoid future incidents.

At this early stage the focus will be on ensuring the 'intent' of the contractor is positive, in general terms emphasis will be placed on the following areas:

- The firm's recruitment, training and promotion policy including fair/equal treatment of new applicants.
- The use of open recruitment practices i.e. using job centres, advertisements etc and ensuring that once applications have been received they are all treated fairly and equally.
- Regular reviews of equalities policies and ensure these are communicated to all relevant parties including employees.
- The commitment shown to the equalities policy and its communication to employees and potential employees.

The size of the business, specifically the number of employees, is the main factor affecting the information that we expect to be available from contractor. The size of the firm in question directly affects certain aspects of equalities.

For example, for firms with less than five employees it is probably unrealistic to expect them to have a formal written policy statement on equality or a specific training programme. However, having an awareness of equality issues and possible links to support networks would demonstrate a good grounding on the subject. Alternatively, if a large company employing over 250 people had no formal training on equalities / ethnic monitoring for key employees that would be a cause for concern.

There are 5 levels in the equality Standard; against these levels there are a certain number of criteria that must be met (see **Appendix 5**). This benchmark can be used as a means to evaluate suppliers. If a supplier or contractor's policy and supporting evidence does not meet the criteria as set out in **Appendix 5** we can suggest ways in which they can improve their documentation and performance in order to comply with the Council's requirements. Once they can demonstrate significant improvement they will be eligible to apply again.

Invitation to tender – the only requirement at this stage is the need to ensure all documents are included and equality requirements are met. However the next stage of evaluating the tenders is crucial, we must ensure that the correct emphasis is placed on equality in accordance with the overall objectives of the contract. If equality is a core requirement then obviously more emphasis will be placed on this during the evaluation stage.

Tender evaluation – Every tender must now be evaluated in order to establish the tenderer's ability to meet the specification requirements, including those that relate to equalities. Obviously, the emphasis on equalities in this whole evaluation process is dependent on whether it has been identified as a core requirement. It is important at this stage that matters addressed at the pre-qualification stage are not re-introduced at this point. The following notes should provide an idea of what is required:

- How contractors propose to achieve and implement the requirements set out in the specification.
- A commitment to and experience of implementing equal opportunities.
- A commitment to train staff in implementing the specification.
- Development of a complaints procedure.
- A full understanding of the authority's equalities policy and specifically the equalities provision in the specification.
- A general willingness and ability to change if required.
- A commitment to continually monitor the contract and action any areas of concern.

Contract Award – As is usual practice, all unsuccessful tenderers should be informed of the outcome and feedback on their specific proposal.

Stage 4 – Managing the Contract

The contract should be continually monitored and assessed by the contractor and the authority itself, in order to ensure the equality standards and requirements are being met. The monitoring methods will have been specified in the actual contract itself, but it is important that the authority has an input into this process. Any customer satisfaction surveys, for example, should include gender, disability and race information. A schedule of regular meetings should be set up to discuss the performance of the contractor; any improvements to the specification; the monitoring of the data; identify any problems/complaints and how they can be rectified.

Stage 5 – Contract Review

In the interests of delivering Best Value and continuous improvement, as a contract reaches fruition it is necessary to evaluate the service delivered over the length of the contract. A review must take place in order to assess whether the contract has achieved its objectives and has promoted equalities in a positive way.

How Do These Guidelines Affect Current Contracts?

The legal duties under Race Relations (Amendments) Act 2000 include all Council functions carried out under a contract that was awarded or developed before 2nd April 2001 - the date that the duty to promote race equality came into force. In order to ensure these legal requirements are met, any existing contracts should be reviewed. If it is found that a specific contract is highly relevant to equality then there is a possibility that the contract may need amending to comply and balance any 'risk' against costs involved.

How Can We Help You?

Darlington Borough Council is very keen to assist all contractors and suppliers with introducing and maintaining equalities policies. It is seen as key that the private sector and other organisations see the economic and moral benefits of working to equality standards. The authority should promote compliance with equality obligations by contractors and other service providers.

The Council intends to host a number of training events next year to help you, as a manager, understand the changing requirements of The Equalities Standard for Local Government, and how you can assist suppliers in improving their equalities compliance.

There are a number of sources of further information detailed in the next section, including Council representatives and specific sources for external suppliers and contractors.

Further Information Sources

General

- The Commission for Racial Equality (CRE)
St Dunstan House
201 – 211 Borough High Street
London SE1 1GZ
Tel: 020 7939 0000
www.cre.gov.uk

- The Equal Opportunities Commission (EOC)
36 Broadway
London SW1H 0BH
Tel: 0845 601 5901
www.eoc.org.uk

- The Disability Rights Commission (DRC)
Fox Court
14 Gray's Inn Road
London WC1X 8HN
Tel: 0845 762 2633
www.drc.gov.uk

Specific Sources for Suppliers and External Contractors

- Equality Direct
www.equalitydirect.org.uk

- Ethic Minority Business Forum
www.ethnicbusiness.org

- DTI – Social Enterprise Unit
www.dti.gov.uk/socialenterprise/index.htm

Darlington Borough Council Contacts

- David Plews
Policy Advisor (Social Inclusion)
David.Plews@darlington.gov.uk
Contact for copies of DBC Social Inclusion Strategy

- Susan White
Procurement Advisor
Susan.White@darlington.gov.uk
Contact for copies of DBC Procurement Strategy

Glossary

BME Business:

Black and Minority Ethnic Business – A business where 51% or more is owned by members of ethnic minority groups OR if there are few owners where at least 50% of the proprietors are from black or minority ethnic groups.

DBC:

Darlington Borough Council

SME Business:

Small or Medium Enterprise

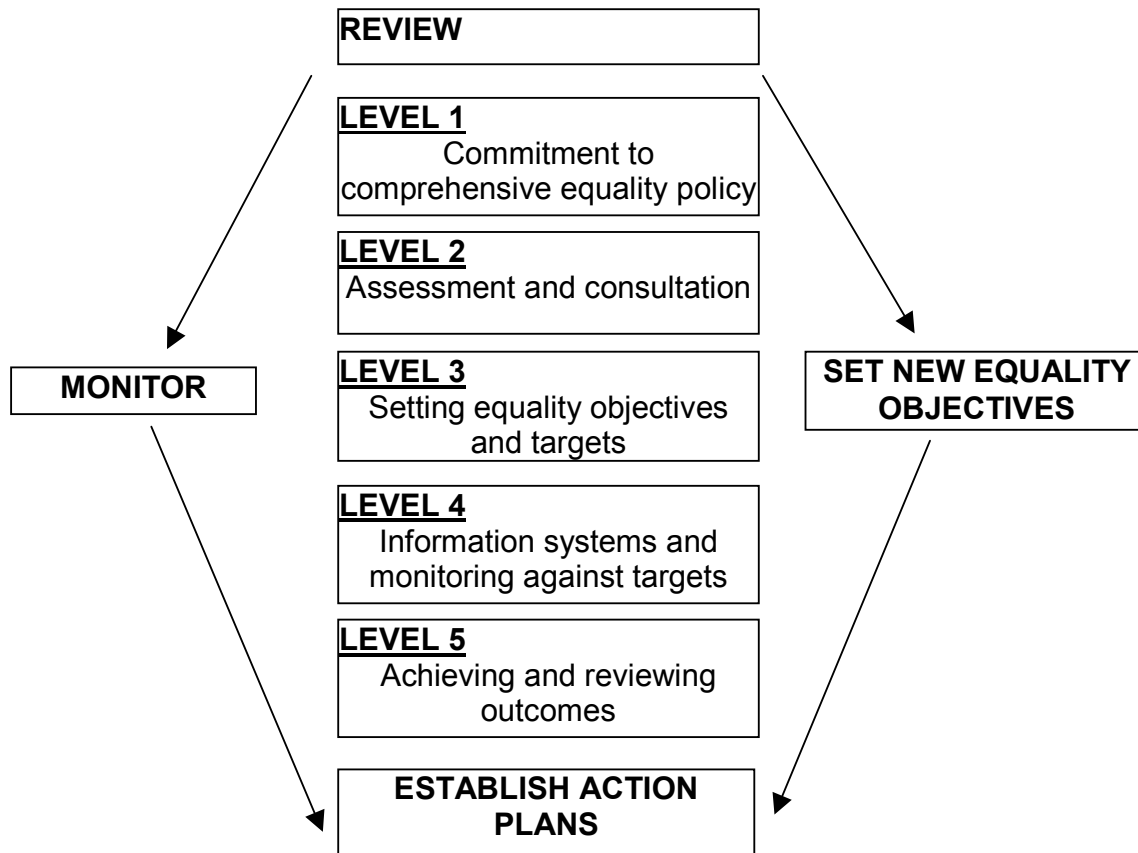
Business Link class this as any company with 250 personnel or less.

Social Enterprise:

Social Enterprises are organisations that deliver goods and services and make a profit (51% of its income must come from trading) but measure their success on the social impact and benefits they provide. Examples of social enterprises are Co-operatives, Mutual Building Societies.

APPENDIX 1:

The Equality Standard Levels



Level 1:

To achieve this an authority must have adopted a comprehensive equality policy that commits it to achieving equality in race, gender and disability.

Level 2:

To achieve this an authority must demonstrate it:

- has engaged an equalities policy impact and needs assessment
- has consulted with designated community, staff and stakeholders
- has engaged in the development of information and monitoring systems
- has formulated an equality action planning process for employment, pay and service delivery
- has started to develop a system of self-assessment, scrutiny and audit

Level 3:

To achieve this level the authority must demonstrate it:

- has completed a full & systematic consultation process outlined in level 2
- has set relevant equality objectives based on impact and needs assessment and aforementioned consultation
- has translated equality objectives into action plans with specific targets
- has begun to develop information and monitoring systems that allow it to assess progress in achieving targets
- has started undertaking action to achieve targets

Level 4:

To achieve this the authority must demonstrate it:

- has developed information and monitoring systems that enable progress in achieving targets to be assessed
- has started to measure progress against targets and is effectively using its information systems to improve performance
- is using monitoring reports at specified intervals and it circulates to designated consultees
- is running monitoring systems that provide useful and relevant information regarding how the organisation is progressing towards specific targets

Level 5:

In order to achieve the highest level the authority must demonstrate its considerable progress in achieving equal employment and service provision with a particular regard to race, gender and disability. It must demonstrate:

- it's achieved significant targets it set at Level 3
- it's reviewed the revised targets, monitoring and consultation systems with designated consultees
- it's initiated more action planning and target setting as a result of progress over the first four levels
- through its achievements it can be illustrated as an example of good practice for other agencies and authorities

APPENDIX 2:

Social Inclusion Implementation Group Members

Name	Department	Tel. No.	E-mail address
David Plews	Chief Executive Office	01325 388023	David.Plews@darlington.gov.uk
Helen Whiting	Corporate Services	01325 388216	Helen.Whiting@darlington.gov.uk
Ian Wilson	Corporate Services	01325 388394	Ian.Wilson@darlington.gov.uk
Julian Kenshole	Children's Services	01325 388071	Julian.Kenshole@darlington.gov.uk
Maggie Swinden	Corporate Services	01325 388218	Maggie.Swinden@darlington.gov.uk
Neville Simpson	Community Services	01325 346703	Neville.Simpson@darlington.gov.uk
Shan Warren	Community Services	01325 388678	Shan.Warren@darlington.gov.uk
Jan Lefevre	Children's Services	01325 346825	Jan.Lefevre@darlington.gov.uk
Chris Bracken	Children's Services	01325 388832	Chris.Bracken@darlington.gov.uk
Joe White	UNISON	01325 346807	Goe.White@darlington.gov.uk
Dorothea Wilson	UNISON	01325 469080	Dorothea.Wilson@darlington.gov.uk
Jeanette Crompton	Community Services	01325 346896	Jeanette.Crompton@darlington.gov.uk
Peter Roberts	Development & Environment	01325 388713	Peter.Roberts@darlington.gov.uk
Sarah Cornforth	Development & Environment	01325 388715	Sarah.Cornforth@darlington.gov.uk

APPENDIX 3:

The Procurement Process – for contractors

Stage 1: ADVERTISEMENT

- Check whether equality is a core requirement
- Ensure that you fully understand in broad terms what this means for you



Stage 2: SELECTION

- During selection process questions may be posed on whether you have any history of discrimination, be honest and provide any evidence requested.



Stage 3: INVITED TO TENDER → NO → REQUEST FEEDBACK



YES



Stage 4: INVITATION TO TENDER

- Ensure you are fully aware of the equality elements in the specification
- Fully consider what needs to be done to meet the requirements i.e. staff training, further investment, recruitment
- Express how you will deliver all elements of the contract including equalities



Stage 5: AWARDED CONTRACT → NO → REQUEST FEEDBACK



YES



Stage 6: AFTER WIN

- Request a contact at the authority and then arrange to meet with all concerned to discuss how contract should be monitored and managed.
- Ensure you fully comprehend what the authority expects from you and advise them immediately of any difficulties that may mean you can't deliver to correct standard
- Suggest further voluntary ways of working with the authority

Appendix 4

Equalities Impact Assessment Questionnaire

SERVICE:	Department:
Person Responsible for Assessment:	Date of assessment:

Brief description of service and to whom provided/available:
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Introduction

All of the Council's services have been prioritised with regard to their potential impact on the promotion of equalities. Each service has been given an 'impact rating' of high, medium or low priority and this has been used to draw up a three year programme during which formal impact assessments will be conducted (those with a 'high' rating falling into the first year and so on).

The impact assessment looks at how a service is provided and how it promotes, monitors and consults in respect of equalities. Completion of the impact assessment will help us determine the extent to which services meet the requirements of the Equality Standard for Local Government, the Race Relations (Amendment) Act 2000 and the Disability Discrimination Act 1995.

The attached questionnaire provides a structure for undertaking the impact assessment. Local information and examples should be provided wherever possible.

This is a generic document that will require interpretation in particular circumstances. If, after reading the guidance, you require further information on how to implement the assessment, please contact David Plews, Policy Advisor (Social Inclusion) on 01325 388023.

Q.1 Is your service accessible to everyone within the community? Bear in mind any economic, social, environmental, physical, intellectual, cultural, linguistic, technological or other barriers.

Issue	Yes	No	If yes, what evidence do you have to demonstrate this?	If no, what do you plan to do to remove barriers to access?
Race (inc. culture and nationality)				
Religion or belief				
Gender (inc. transvestitism, transgender and Tran sexuality)				
Sexuality (inc. homosexuality and bisexuality)				

Issue	Yes	No	If yes, what evidence do you have to demonstrate this?	If no, what do you plan to do to remove barriers to access?
Impairment (inc. physical and/or mental impairments)				
Age				
Geographical location				
Any other equality issue (e.g. people with dependants and/or caring responsibilities or people with a criminal record)				

Q.2 (a) For whatever reason, does your service treat any group differently from its other service users?

Yes
No

If you have answered 'yes', please specify those individuals or groups affected and whether the impact has the potential to be adverse.

(b) What needs to be done to prevent any potentially adverse impact?

--

Q.3 (a) Do you promote equality within your service? (E.g. Through departmental equalities group, innovative marketing or community engagement techniques)

Yes
No

If you have answered 'yes', please give examples of how equality is promoted.

Q.4 Are there any plans in place within your Service to promote equality more effectively?

Yes
No

If yes, please outline what you intend to do (including details, if known, of timescales and areas to be covered, etc.)

Q.5 In the past three years, have you consulted with any of the following groups regarding the delivery of and access to your service?

Group	Yes	No	If yes, please give evidence (Who? When? What were the outcomes)	If no, what consultation do you plan to do and by when?
Racial (inc. culture and nationality)				
Religion or belief				
Gender (inc transvestitism, transgender and Tran sexuality)				
Sexuality (e.g. homosexuality and bisexuality)				
Impairment (e.g. physical and/or mental impairment)				

Group	Yes	No	If yes, please give evidence (Who? When? What were the outcomes)	If no, what consultation do you plan to do and by when?
Age				
Geographical location				
Any other status (e.g. people with dependants and/or caring responsibilities or people with a criminal record)				

Q.6 Do you train your staff on equality issues?

Yes

No

If you have answered yes: What training is available? Who delivers it? Who receives it?

Appendix 5

Compliance Checklist

Level	No. of employees	Criteria to be met
1	5 - 50	1 – 4
2	51 - 250	1 – 8
3	251 or more	1 – 8 encouraged to achieve 9 - 12

1) Companies must provide a written equality and diversity policy that covers at least the following:

- a) Recruitment, selection, training, promotion, grievance, discipline and dismissal
- b) The policy must indicate Victimisation, harassment, discrimination must indicate these are disciplinary offences
- c) Identification of the senior position within the company that has responsibility for the policy and its effective implementation
- d) Communication of the policy to staff.

YES / NO (<i>delete as appropriate</i>)
Additional comments if required:

2) Effective implementation of the policy through the firms recruitment practices, including open recruitment methods i.e. using job centres and careers service in addition to press adverts.

YES / NO (<i>delete as appropriate</i>)
Additional comments if required:

3) Reviews of the policy at least every 3 years.

YES / NO (<i>delete as appropriate</i>)
Additional comments if required:

4) Annual monitoring of number of job applicants from minority groups (ethnicity, gender and disability).

YES / NO (<i>delete as appropriate</i>)
Additional comments if required:

- 5) Written instructions to managers and supervisors on all aspects of equality and diversity to ensure that authority as a whole operates to the same standards.

YES / NO (<i>delete as appropriate</i>)
Additional comments if required:

- 6) Any member of staff responsible for recruitment and selection should be trained in equality and diversity issues.

YES / NO (<i>delete as appropriate</i>)
Additional comments if required:

- 7) The following areas must be monitored:

- a) The number of job applicants from minority groups (ethnicity, gender, disability)
- b) The number of employees from different minority groups by grade and section.

YES / NO (<i>delete as appropriate</i>)
Additional comments if required:

- 8) If annual monitoring reveals under-representation of a particular minority group then should check that criteria 1 to 3 and 6 to 7 are being used effectively and to make changes if required.

YES / NO (<i>delete as appropriate</i>)
Additional comments if required:

- 9) Annual consultation on equality and diversity with the workforce, more frequent consultation if required.

YES / NO (<i>delete as appropriate</i>)
Additional comments if required:

- 10) Annual monitoring of selection, transfer, training, promotion, discipline and dismissal

YES / NO (<i>delete as appropriate</i>)
Additional comments if required:

11) Include detail on the authorities commitment to equality and diversity within any recruitment advertisements and any literature associated with the authority

YES / NO (<i>delete as appropriate</i>)
Additional comments if required:

12) If the monitoring shown in points 7 & 10 indicates any under-representation within any minority group (ethnicity, gender, disability) action must be taken to:

- a) Check criteria 1,3,5,6,9,11 are being used effectively within the firm
- b) Take advice from relevant groups i.e. CRE, EOC, DRC who all offer free consultations and guidance in how to improve
- c) Take action according to the advice given

YES / NO (<i>delete as appropriate</i>)
Additional comments if required:

Please add further sheets if required for additional comments.

Appendix 6

Equality & Diversity Questionnaire

Certain legislation is quoted in the questionnaire to assist in the evaluation of information provided. Suppliers, however, are required to comply with all English Law pertaining to the area of Equality and Diversity.

1 Please insert the name of the contract you wish to be considered for.

2 What is the size of your organisation? Please state total number of:

2.1 Partners

2.2 Employees (including all full-time and part-time employees, apprentices and other trainees)

2.3 Employees in 2.2, whom are managers?

3 Is your organisation part of a commercial group or consortium?

YES/NO (*delete as appropriate*)

3.1 If so, which of your employment policies are determined by you, and which policies apply to all organisations within the group or consortium?

4 What is the ethnicity and gender of the person or the majority of people who own or control the company? Please tick the Gender box, then tick one selection from (a) to (e) to indicate their ethnicity.

E.g. There are 10 people on the board, 6 of those are Male, the remaining 4 are female. Of those people 8 are White British and 2 are Bangladeshi. In this case you would tick Male, White and British boxes.

Gender: Male Female

Ethnicity:

(a) WHITE

British	<input type="checkbox"/>
Irish	<input type="checkbox"/>
Other	<input type="text"/>

(b) MIXED

White & Black Caribbean	<input type="checkbox"/>
White & Black African	<input type="checkbox"/>
White & Asian	<input type="checkbox"/>
Other	<input type="text"/>

(c) ASIAN/
ASIAN BRITISH

Indian	<input type="checkbox"/>
Pakistani	<input type="checkbox"/>
Bangladeshi	<input type="checkbox"/>
Other	<input type="text"/>

(d) BLACK/
BLACK BRITISH

Caribbean	<input type="checkbox"/>
African	<input type="checkbox"/>
Other	<input type="text"/>

(e) OTHER ETHNIC
GROUP

Chinese	<input type="checkbox"/>
Other	<input type="text"/>

5 In relation to equality and diversity, is it your policy as an employer to comply with your statutory obligations under equalities legislation which includes the Race Relations Act 1976 as amended by the Race Relations (Amendment) Act 2000, the Sex Discrimination Act 1976 and the Disability Discrimination Act 1995 (which applies in Great Britain) or equivalent legislation which applies in the

countries in which your organisation employs staff. Accordingly, is it your practice not to discriminate?

--

6 Does your policy also cover equality and diversity issues related to:

Age	YES/NO <i>(delete as appropriate)</i>
Sexual orientation	YES/NO <i>(delete as appropriate)</i>
Religion and belief	YES/NO <i>(delete as appropriate)</i>

7 Is your policy on equality and diversity set out:

7.1 In instructions to those concerned with recruitment, selection, remuneration, training and promotion?

YES/NO <i>(delete as appropriate)</i>

7.2 In documents available to employees, recognised trade unions or other representative groups of employees?

YES/NO <i>(delete as appropriate)</i>

7.3 In recruitment advertisements or other literature?

YES/NO <i>(delete as appropriate)</i>

7.4 Please provide examples of any such instructions, policies, documents, recruitment advertisements or other literature.

Please confirm examples are enclosed. YES/NO <i>(delete as appropriate)</i>
--

8 In the last three years, has your organisation been the subject of formal investigation, on the grounds of alleged unlawful discrimination, by:

Commission for Racial Equality	YES/NO <i>(delete as appropriate)</i>
Equal Opportunities Commission	YES/NO <i>(delete as appropriate)</i>
Disability Rights Commission	YES/NO <i>(delete as appropriate)</i>
Any Employment Tribunal	YES/NO <i>(delete as appropriate)</i>

8.1 If the answer to question 8 is yes, please advise what steps you have taken as a result of that finding (write on separate sheet if required) ?

--

9 Are your staff with managerial responsibilities required to receive training on equality and diversity?

YES/NO *(delete as appropriate)*

10 Do you comply with the Race Relations (Amendment) Act 2000 and observe as far as possible the Commission for Racial Equality's Code of Practice for Employment, as approved by Parliament in 1983? Or a comparable code or statutory guidance issued under equivalent legislation in another member state, which gives practical guidance to employers and others on the elimination of racial discrimination and the promotion of equality of opportunity in employment, this would include monitoring of workforce matters and steps that can be taken to encourage people from black and minority ethnic groups to apply for jobs or take up training opportunities.

YES/NO *(delete as appropriate)*

11 Do you comply with the Sex Discrimination Act 1975, as amended, and the Equal Pay Act 1970 (which applies in Great Britain) or equivalent legislation in the countries in which you employ staff?

YES/NO *(delete as appropriate)*

12 Do you comply with the Disability Discrimination Act 1995 (which applies in Great Britain) or equivalent legislation in the countries in which you employ staff?

YES/NO *(delete as appropriate)*

13 Do you observe the Disability Rights Commission's Code of Practice Provisions - Part 2 Employment; Part 3 Access to Goods, Facilities and Services when implementing the Disability Discrimination Act 1995?

YES/NO *(delete as appropriate)*

14 If you are not currently subject to UK legislation, please supply details of your experience in complying with equivalent legislation which in the relevant country is designed to eliminate discrimination (especially racial discrimination) and to promote equality and diversity.

15 A copy of the each Commission's Code of Practice for Employment and/or service delivery can be obtained from:

Commission for Racial Equality	0113 3893600	www.cre.gov.uk
Equal Opportunities Commission	0845 6015901	www.eoc.org.uk
Disability Right Commission	0845 622633	www.drc-gb.org

Partnerships

A standard service level agreement has been recently developed by Darlington Borough Council. This is used to formalise arrangements with those partners and stakeholders who are in receipt of grant aid from the Council. It contains a comprehensive equalities clause similar to the one used in formal contracts, which is shown below.

All of Darlington Borough Council's contracts contain the following relevant clauses:

Equal Opportunities

The Employer is committed to equality of opportunity for all in its service delivery, employment and in the way it operates as an organisation. The Council therefore requires the Contractor to comply with all legislative requirements relating to equal opportunities together with the additional requirements of the Council's Equal Opportunities Policy. As such, the Contractor will not discriminate on the grounds of age, class, gender, sexual orientation, disability, unrelated criminal convictions, colour, race, ethnic origin, nationality, employment status, HIV status, marital status, religion or belief, political beliefs, trade union activities, commitments as a carer or responsibility for dependents.

The Contractor shall have in place an equal opportunities policy that will apply to those who currently receive services from the Contractor, or on behalf of the Contractor; potential users of the Service; their carers; other agencies and professionals; employees; job applicants and the general public.

In the event of any finding of unlawful discrimination in the areas covered by the Council's Equal Opportunities Policy being made against the Contractor, or any other sub-contractor employed by the Contractor during the period covered by this agreement by any court, Employment Tribunal, or any adverse finding in any formal investigation by the Equal Opportunities Commission, the Racial Equality Commission or the Disability Rights Commission over the same period, the Contractor shall inform the Council of this finding forthwith and shall take appropriate steps to prevent repetition of the discrimination.

The Contractor shall, on request, provide the Council with details of any steps taken under these circumstances and provide such information as the Council may reasonably request from time to time for the purpose of monitoring the Contractor's compliance in relation to this agreement.

Human Rights Act 1998

In providing services on behalf of the Council, a public authority, the Contractor is subject to the provisions of the Human Rights Act 1998 and should have regard to the provisions of the European Convention for the Protection of Human Rights and Fundamental Freedoms 1950 which have been incorporated into United Kingdom Legislation as a result of the implementation of the Human Rights Act 1998, ("The Convention Rights").

Additionally, the contract tendering process requires the bidding company to complete the comprehensive equalities survey below. The survey may not be appropriate for very small contracts or very small companies. More detailed guidance about the circumstances in which the survey should be applied is being developed.

The following is an extract from Darlington Borough Council's tender questionnaire. It shows the importance of equalities compliance.

Section 4 - Equal Opportunities

4.1	Statement	As stated in the Tender Documentation, the Council has responsibility under its own Equality Policy, the Race Relations Act (1976) and the Race Relations Amendment Act (2000) and any other relevant Equality legislation to eliminate unlawful discrimination and provide equality of opportunity.	
4.2	Is it your policy as an employer to comply with any relevant statutory equalities legislation to not treat one group of people less favourably than others?	Yes No	<input type="checkbox"/> <input type="checkbox"/>
4.3	In the last three years, has any Court or Employment Tribunal made any finding of unlawful discrimination against your organisation?	Yes No	<input type="checkbox"/> <input type="checkbox"/>
4.4	In the last three years, has your organisation been the subject of formal investigation, on the grounds of alleged unlawful discrimination by one or more of the following: The Commission for Racial Equality Disability Rights Commission Equal Opportunity Commission	Yes No	<input type="checkbox"/> <input type="checkbox"/>
4.5	If the answer to question 4.3 is in the affirmative or, in relation to question 4.4, one or more of the Commissions made a finding adverse to your organisation, what steps did you take in consequence of that finding? (Please provide details on a separate sheet)		
4.6	Is your policy on Equal Opportunities set out:		
	in instructions to those concerned with recruitment, training, promotion, discipline and dismissal?	Yes No	<input type="checkbox"/> <input type="checkbox"/>
	in documents available to employees, recognised trade unions or other representative groups of employees?	Yes No	<input type="checkbox"/> <input type="checkbox"/>
	in recruitment advertisements or other literature?	Yes No	<input type="checkbox"/> <input type="checkbox"/>

4.7	<p><u>Description of Evidence</u></p> <p>In relation to question 4.6 please attach and list below examples of the instructions, documents, recruitment advertisements or other literature together with a copy of your Equalities Policy.</p> <ul style="list-style-type: none"> • • 	
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4.8	<p>Do you observe as far as possible the Commission for Racial Equality's Code of Practice for Employment, as approved by Parliament in 1983, which gives practical guidance to employers and others on the elimination of racial discrimination and the promotion of equality of opportunity in employment, including the steps that can be taken to encourage members of black and minority ethnic groups to apply for jobs or take up training opportunities?</p>	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>
-----	--	--

Section 7 - Declaration and Returning Instructions

7.1	<p>Please complete the following:</p> <p>I/we certify that the information supplied above is to the best of my/our knowledge and understanding, accurate.</p> <p>Signed:</p> <p>Position held:</p> <p>For and on behalf of:</p> <p>Date:</p>
-----	--

Thank you for providing this information, which will be treated in confidence, as will any information arising from this application.

Please complete and return this document, together with the supporting information requested plus your Tender submission by the appropriate date.

As well as providing external challenge for the Council's claim to have attained Level 3 of the Equality Standard for Local Government, the Putting the Quality into Equality project will also provide consultancy support for Darlington's eleven Community Partnerships to develop their own specific equalities/inclusion statements/policies. These are being developed to ensure that Darlington Partnership, as well as the Council's key strategic partners, is helping the partnerships to which it links carry out the equalities and inclusion requirements that the Council has of any organisation with which it does business.

Section 5 : Service Delivery and Customer Care

There are a number of themes under this heading, which are vital areas for attainment of level 3 of the Standard:

- equality impact assessments
- corporate and departmental delivery mechanisms
- service planning and equality issues
- contract management
- evidence of action

Details of our attainment in these areas are embedded elsewhere throughout the document, so they are not repeated here.

Section 6: Employment and Training

6a) Job Evaluation and Single Status

The Council is nearing the completion of the Job Evaluation and Single Status exercise. A total of 1251 posts covered by the NJC (National Joint Council for Local Government Services) Green Book Single Status Agreement have been evaluated. There has been an extensive “sorethumbing” process involving the Trade Unions and Directors, where evaluations have had a series of consistency checks applied. When implemented, the agreement will have a retrospective date of 1st July 2005.

Implementation of the Single Status agreement involves the development of a comprehensive new pay and grading strategy. The Council’s strategy will ensure that the new pay and grading system is equitable, transparent and is able to meet the Council’s recruitment and retention needs both now and in the future. The Strategy also needs to be cost effective and maintain employee relations.

A detailed implementation timetable has been developed. This includes intensive negotiations between the Director of Corporate Services, the Head of Human Resources and relevant full time officials from UNISON, GMB, T&G and ACAS (the Advisory Conciliation and Arbitration Service) on pay models and changes to a number of terms and conditions such as premium payments. There are also ongoing meetings with the Council’s Corporate Management Team (CMT) to obtain their views and Price Waterhouse Cooper has been involved on a consultancy basis.

The ‘Link’ system has been used for pay modelling. This is a sophisticated piece of software that uses the “scores” from the job evaluations to produce, and cost, pay and grading models. The system also allows detailed projection of the future costs of any model in terms of “incremental drift” and salary protection. The Link system can also provide data for equal pay analysis which can be used to identify the impact on individuals and groups of employees and where there will be a loss or increase in pay. A number of models have already been considered and analysed. The final model will need to be audited to ensure that it meets the requirements of the Council’s pay strategy and equal pay legislation.

The final pay model and the terms and conditions “package” will need to be agreed by Cabinet and by the Unions at national and local level, the latter requiring a ballot of Council union members. The Council has developed a Communications Strategy to support implementation and this will include a range of communications such as road shows and briefings. The Council has continued to keep employees up to date on progress being made through a regular newsletter (The Evaluator), communication announcements and a dedicated intranet site, which became available in March 2005. A full programme of briefings and communications to employees will be launched prior to implementation.

6b) Employment Equality Targets for Recruitment, Staff Retention and Workforce Profile

The Council has set the following 5-year targets for those Corporate Health Best Value Performance Indicators (BVPs) relating to the workforce:

BVPI	Description	Target				
		2005/6	2006/7	2007/8	2008/9	2009/10
BVPI 11a	The percentage of the top 5% of earners that are women	56.85 %	57.53 %	58.22 %	58.90 %	59.59 %
BVPI 11b	The percentage of the top 5% of earners from black and minority ethnic communities	*2.05 %	*2.05 %	*2.05 %	*2.05 %	*2.05%
BVPI 11c	The percentage of the top 5% of earners with a disability	1.24%	1.28%	1.32%	1.37%	1.41%
BVPI 16a/b	The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition compared with the percentage of economically active disabled people in the authority area	1.24%	1.28%	1.32%	1.37%	1.41%
BVPI 17a/b	The percentage of local authority employees from minority ethnic communities compared with the percentage of the economically active minority ethnic community population in the authority area	1.06%	1.10%	1.15%	1.19%	1.23%

* 2001 census states that 2.02% of the economically active population in Darlington are from minority ethnic communities

With regards to BVPI 11a – as 71% of the workforce is female, this target seeks to reflect this gender balance in the top 5% of earners.

All BVPI targets are agreed by Council as part of the Corporate and Best Value Performance Planning Process and recorded in the annual plan. Progress on the BVPIs against set targets is reported to the Corporate Management Team on a quarterly basis and to Cabinet on a six-monthly basis.

The targets have been informed by a number of different criteria, including the Local Labour Market Assessment (Equal Opportunities Local Workforce Analysis 2005) provided by the Tees Valley Joint Strategy Unit, which advises as follows:

- The workforce in Darlington is 50% male and 50% female
- 2.2% of the working age population in Darlington are non-white
- 20.7% of people of working age in Darlington have a disability or are work limited

In setting these targets, the Council has also taken account of what is realistic in terms of the Council's workforce profile assessment, which is gathered by Human Resource Management Division on a 6-monthly basis. The information at the end of the 2004/5 financial year was as follows follows:

- 29% of the workforce is male and 71% female
- 1% of the of the workforce are from BME groups
- 1.14% of the workforce have declared a disability

Although there are no specific equality targets set directly for recruitment and staff retention, these areas are monitored by Human Resource Management Division on a 6-monthly basis and the trend analysis is directly linked to the BVPI workforce targets. The data on these areas for the 2004/5 financial year was as follows:

- 40% of appointments were male and 60% female
- 1.57% of appointments were from BME groups
- 2.93% of appointments declared a disability
- 30% of leavers were male and 70% female
- 1.47% of leavers were from BME groups
- 0.8% of leavers had a disability

The Council does not have any set targets in terms of staff training and development, the latter of which involves the 'Performance Development Review' (PDR) process. However, each Department inputs information regarding these two areas onto 'Compel' (the Council's database for recording Human Resources information) in terms of gender, ethnicity and disability. As such, any anomalies are monitored. In terms of training, employees are able to access the training agreed with their line managers as part of the PDR process.

6c) HR Policies, Procedures and Schemes Supporting Workplace Equality

Human Resource Management Division has a 'Positive Action Scheme', which aims to increase the number of employees appointed and retained from BME groups and the number of employees with a disability (attached). This shows the work that the Council currently undertakes and is planning to undertake in terms of positive action, including providing work placements and 'tasters' for people with learning disabilities and visual impairments and attending jobs fairs.

The Council has agreed Schemes covering the following areas:

- Parental Leave
- Adoption Leave
- Right to Request Flexible Working
- Maternity Leave
- Paternity Leave
- Time Off for Dependants and Urgent Domestic Reasons

We also have a workplace nursery called 'Kids and Co' and introduced a childcare voucher scheme from 1 August 2005.

The Council does not have a formal career break policy, although applications have been granted in the past, based on the circumstances in relation to each case.

All the Council's HR procedures (including the disciplinary procedure) state that the procedures must be applied fairly to all employees and Human Resource Management Division monitors the application of procedures in terms of gender, race and disability on a 6-monthly basis. Any anomalies would be rectified.

The Council has recently revised its Equality Policy. This incorporates information on employment and training and is included in this plan.

Breaches of the Equality, Anti Harassment and Bullying and Disciplinary Policies are dealt with under the Disciplinary Procedure.

6d) Recruitment and Selection

The Council's Equality policy contains a section on employment issues that specifically addresses the importance of barriers, accessibility and reasonable adjustment in recruitment and retention. These areas are also covered in the Council's policy statement on Recruitment and Selection, policy on the Employment of People with Disabilities and related management guidance, the Redeployment and Racial Equality Policies and Grievance Procedures.

All employees taking part in the recruitment and selection process are required to attend the Council's formal course, or have an individual briefing session or undertake self-directed learning whilst waiting to go on the course. All these methods cover equalities issues and how they impact on the recruitment and selection process and provide guidance on equality issues relevant to shortlisting and interview panels (additional guidance is available on the Intranet). The course specification is given below.

RECRUITMENT & SELECTION PROCEDURES

OUTLINE:

- To provide delegates with the necessary training to enable them to participate in selection panels at Darlington Borough Council
- To familiarise delegates with relevant legislation and terminology and with the Council's procedures
- To provide delegates with an overview of the recruitment and selection process and advice on best practice

LEARNING OUTCOMES:

On completion of the course, participants will:

- Have met the training requirements to participate fully in selection panels
- Be more familiar with relevant legislation and best practice
- Have an overview of the selection process
- Understand the importance of the person specification
- Have an overview of a variety of selection methods

Course Content Includes: -

Equal Opportunities Legislation	Selection Methods
The Equality Standard for Local Government	Advertising
Job Descriptions	Selection
Person Specifications	
Information for Applicants	
Short-listing	

DURATION:

This one day course runs from 9.00 am to 5.00 pm

WHO SHOULD ATTEND:

Employees who are required to carry out recruitment and selection on behalf of Darlington Borough Council

PROVIDER:

Darlington Borough Council HRM Division.

The Council does not have written procedures on promotion as all posts are advertised both internally and externally (unless there is a potential redundancy situation which would merit ringfenced recruitment, or need for redeployment). As such, this area would be covered by the policy statement on Recruitment and Selection.

All new employees are brought in on the minimum of the pay scale for the grade to which they have been appointed, unless the recruiting manager can make a successful business case for the employee to be recruited on a higher scale within the grade (e.g. to match current salary). This principle also applies to promotion. The principles of equality in terms of pay and grading are recorded in the national agreements on pay and conditions of service.

6e) Management Appraisal Mechanisms

The achievement of equality objectives has been built into the appraisal process (known as Performance Development Review – PDR) for all employees. Reference is made to this in the PDR Handbook.

6f) Equalities Training and Awareness

The Council provides equality training for employees, managers and Members. We promote all courses as mandatory and 160 managers and 244 front line employees have attended the training to date. All courses include information on the Equality Standard for Local Government and how this impacts on service delivery in terms of those working with partners and contractors.

The Council has also developed standard contract documentation that incorporates equality issues and guidance for managers and contractors to explain the importance of the standard to the procurement process.

The course outlines for the equalities training provided by the Council are below:

RACE EQUALITY TRAINING

OUTLINE:

The Council has a statutory obligation to meet and deliver a set of duties which promote Race Equality which must be incorporated into all Council policies, service delivery and employment. This course will cover the Council's obligations under the Race Relations (Amendment) Act 2000. It will also provide information on the Council's Race Equality Scheme 2 at Corporate and Departmental level and on the individual's role in supporting the implementation of Race Equality Scheme 2. The course will also give an overview of the Council's Racial Equality Policy and supporting Guidance for Reporting and Recording Suspected Racial Incidents.

LEARNING OUTCOMES:

At the end of the course employees will be able to:

- Have a good working knowledge of the Race Relations (Amendment) Act.
- Have a good working knowledge of the Council's Race Equality Scheme and related actions plans at a Departmental and Corporate Level.
- Understand the individual employee responsibilities to abide by the rules and codes of practice related to Race Equality Issues.
- Identify the types of racial incidents and how they should be reported under the Council's procedure.
- Understand the different roles and responsibilities that are placed on individual employees, managers and directors to abide by the rules and codes of practice related to Race Equality Issues during their employment and service delivery.
- Understand and be able to operate the procedures for reporting and dealing with suspected racial incidents.

DURATION:

Half day

WHO SHOULD ATTEND:

All Borough Council employees

EQUAL OPPORTUNITIES AND DIVERSITY ISSUES FOR EMPLOYEES

OUTLINE:

Darlington Borough Council is committed to equality of opportunity for all in its service delivery, employment and in the way it operates as an organisation. The course will provide an overview of the main Equality and Diversity Legislation, together with an overview of the Council's policies and procedures relating to Equal Opportunities issues

LEARNING OUTCOMES:

By the end of the event employees will be able to:

- Identify the key elements of the Council's policies relating to human rights, equality and diversity Legislation.
- Understand the aims and objectives of the Corporate Mainstreaming project including the role and responsibility of the individual Departmental Mainstreaming groups.
- Define discrimination and prejudice and how it shows itself.
- Identify how personal beliefs attitudes, language and behaviour can impact on staff relationships and service delivery.
- Explain the main features of current equalities and discrimination legislation and its application.

DURATION:

A one-day course

WHO SHOULD ATTEND:

All employees with the exception of Managers

PROVIDER:

Peter Hammond, an independent provider on behalf of Darlington Borough Council

EQUAL OPPORTUNITIES AND DIVERSITY FOR MANAGERS

OUTLINE:

Darlington Borough Council is committed to equality of opportunity for all in its service delivery, employment and in the way it operates as an organisation.

This course will provide managers with a sound understanding of the importance of equality and diversity across the Council at a Departmental and Corporate level. It will also cover the Legislation and Quality Standards relating to this area.

LEARNING OUTCOMES:

At the end of the course managers will be able to:

- Have a good working knowledge of the Equality Standard for Local Government.
- Understand how the Council is striving to meet the Level 3 of the Standard both in terms of Corporate policy and action planning.
- Have a good working knowledge of the current Equalities and Discrimination Legislation and how it impacts on the Council.
- Have an awareness of the Council's equality and diversity policies including; Equal Opportunities, Anti-Harassment and Bullying, Reporting Suspected Racial Incidents, and Racial Equality.
- Have an overview of the Local and National Performance Indicator targets related to Equal Opportunities issues
- Identify the wider issues relating to the Equal Opportunities agenda.
- Recognise and have the ability to apply and implement the business and legal advantages of promoting and valuing equality and diversity issues.
- Action plan to show how to implement the Equality Standards into their area of work.

DURATION:

1 day

WHO SHOULD ATTEND:

All Managers

PROVIDER:

Peter Hammond, an independent provider on behalf of Darlington Borough Council.

DEAF AWARENESS

OUTLINE:

This course introduces participants to the particular needs of people with hearing loss. The aim of the course is to provide awareness to all staff.

LEARNING OUTCOMES:

At the end of the programme staff will:

- Understand how to identify hearing loss
- Understand some techniques they can use to help communication
- Understand what to do / and not what to do
- Have some insight into the prevalence and impact of hearing loss
- Understand the ranges of hearing impairment
- The languages of hearing impaired people

DURATION:

This one-day course runs from 9.30am until 4.00pm

WHO SHOULD ATTEND:

Any manager, member of staff or service provider who would like to have an understanding and knowledge of hearing impairment.

PROVIDER:

Tom Keogan, Care Manager, Adult Social Services

DISABILITY EQUALITY TRAINING

OUTLINE:

Trainers are qualified to Disability Rights Commission Standard. Participants who complete the training will be given a Disability Equality Training pack and a certificate.

LEARNING OUTCOMES:

By the end of the course all participants will:

- Feel relaxed when talking to disabled people using appropriate language and etiquette
- Understand the distinction between “impairment” and “disability”
- Have an understanding of the Disability Discrimination Act and the Disability Rights Commission
- Have an understanding of the importance of disability issues as applied to practice and when making or carrying out policy and procedure.
- Understand how the disabling world affects everyone.

"The session encouraged staff to reflect upon existing policies and practices, the case studies challenged our assumptions and prejudices and led to stimulating debate. Most importantly the session was enjoyable and I believe essential for all employees." (Sarah Farley, Principal, Darlington College of Technology)

COURSE CONTENT:

- What is disability
- Stereotyping
- Models of disability, with particular emphasis on the social model
- Disability Discrimination Act
- Access
- Disability Etiquette

DURATION:

9.30am – 4.30pm

N.B. Staff are expected to arrive promptly for the start of the course and attend for the full duration.

WHO SHOULD ATTEND:

All staff

PROVIDER:

Darlington Association on Disability (DAD): Disability Equality Trainers: Adele Barnett, Rosemary Berks and Gordon Pybus.

DARLINGTON BOROUGH COUNCIL'S POSITIVE ACTION PLAN

TO ATTRACT AND RETAIN EMPLOYEES WITH A DISABILITY

NO.	ACTION	BY WHOM	BY WHEN?	PROGRESS
1.0	General			
1.1	Research groups supporting disabled people in the DBC area (e.g. DAD)	Policy & Strategy/ HRMD Recruitment & Selection team	Oct 04	Completed. Can be used for consultation/ networking purposes. Jobscene goes to Disability Employment Advisor at Job Centre Plus, Advance Employment, RNIB, Action for the Blind. Need to ensure it goes to all organisations on list
2.0	Recruitment & Selection			
2.1	Visit groups supporting disabled people in the DBC area to promote employment with DBC	Recruitment & Selection team /Policy & Strategy	Ongoing/by March 2007	MS/JC already have quarterly mtgs with Advance and JC with Action for Blind. To extend mtgs to other main groups.
2.2	Establish which sections in the Council have access to groups who work with people with disabilities and work with them to promote employment with DBC	Recruitment & Selection team /Policy & Strategy	Ongoing/by March 2007	MS to ask for information from Inclusion working group members
2.3	Attend events in DBC area promoting job opportunities for people with disabilities to promote employment with DBC	Recruitment & Selection team /Policy & Strategy	Ongoing by March 2007	As opportunities arise
2.4	Link into regional events promoting job opportunities in local government for people with disabilities	Recruitment & Selection/Policy & Strategy	Ongoing /by March 2007	As opportunities arise
2.5	Place articles in specialised press promoting employment opportunities with DBC for people with disabilities	Recruitment & Selection/Policy & Strategy	Ongoing /by March 2007	Article in Town Crier?

NO.	ACTION	BY WHOM	BY WHEN?	PROGRESS
2.6	Continue to include information on disabled applicants in recruitment and selection course for managers, with guest speakers from Jobcentre Plus/Advance Employment etc where possible	Recruitment & Selection/Policy & Strategy	Ongoing	Already included in each course (which runs approx. four times a year)
2.7	Continue to work with Advance employment to support work placements/employment opportunities	Recruitment & Selection/Policy & Strategy	Ongoing	Meetings take place on a 6-monthly basis; provide work placements/tasters on request. Developing paperwork to facilitate this process
2.8	Continue to provide application forms in large print/Braille/on tape etc on request	Recruitment & Selection	Ongoing	Already available in these formats
2.9	Develop appropriate application form that people with special learning needs may use	Recruitment & Selection/Policy & Strategy	March 2006	
2.10	Continue to interview all disabled applicants who meet the essential criteria on the person spec and to consider them on their abilities (Disability Symbol)	All DBC Managers	Ongoing	Already in place
2.11	Continue to allow applicants with special needs to bring someone to interview with them as a reasonable adjustment	All DBC managers	Ongoing	Already in place
2.12	Promote Jobcentre Plus services for disabled people to all managers (e.g. Access to Work; Job Introduction Scheme; Workstep)	Recruitment & Selection/Policy & Strategy	Ongoing /by March 2007	MS to circulate to HR Managers and ask to cascade in Depts
2.13	Monitor recruitment and retention in relation to situation for people with disabilities (e.g. no. of applicants; no. of people shortlisted for interview; success at interview) and make the results available on a 6-monthly basis	Recruitment & Selection/Policy & Strategy	Ongoing	Already in place
2.14	Produce a feedback sheet for disabled candidates involved in the R&S process	Recruitment & Selection	March 2006	

NO.	ACTION	BY WHOM	BY WHEN?	PROGRESS
3.0	Workforce			
3.1	Ensure that there is a mechanism in place to discuss, at any time, but at least once a year, with disabled employees what can be done to make sure they can develop and use their abilities (Disability Symbol)	All DBC managers	Ongoing	Via PDR process
3.2	Make every effort to retain employees when they become disabled (Disability Symbol)	All DBC managers	Ongoing	Already in place. Make adjustments suggested by Occupational Health; Redeployment Procedure.
3.3	Disability Awareness Training (Disability Symbol)	Workforce Development/All DBC managers	Ongoing	Disability Awareness training part of corporate training programme. Also included in equality and diversity training for employees and managers. Deaf awareness training also available
3.4	Each year, to review the five commitments of the Disability Symbol and what has been achieved, to plan ways to improve on them and let employees and Jobcentre Plus know about progress and future plans	Policy & Strategy HRM	Ongoing	Reviewed and re-recognised summer 2005
3.5	Monitor workforce in relation to disability (e.g. no. of employees; no. of grievances; B&H allegations; access to training; PDRs; no. retained following redeployment; leavers), analyse info on a 6-monthly basis and take appropriate action where necessary	All Departmental HR Managers/ Policy & Strategy HRM	Ongoing	Already in place.
3.6	Develop and monitor policies/procedures in relation to disability issues (e.g. Equal Opportunities Policy; Employment of people with Disabilities; Anti-Harassment and Bullying Policy; Policy Statement of Recruitment & Selection; Disciplinary; Redeployment Procedure)	Policy & Strategy, HRM	Ongoing	Policies/procedures already developed. Equal Opps policy reviewed in 2005 and re-named equality policy
3.7	Produce guidance for employees on working with people with disabilities	Policy & Strategy	Ongoing /by March 2007	

TO ATTRACT AND RETAIN EMPLOYEES FROM BME GROUPS

No.	ACTION	BY WHOM	BY WHEN?	PROGRESS
4.0	General			
4.1	Research BME groups in the DBC area	Recruitment & Selection/Policy & Strategy	March 2006	REC main contact. Receives copy of Jobscene. Need to ensure send copies to other relevant groups
5.0	Recruitment & Selection			
5.1	Visit BME groups in the DBC area to promote employment with DBC	Recruitment & Selection/Policy & Strategy	Ongoing	
5.2	Establish which sections in the Council have access to groups who work with people from BME community and work with them to promote employment with DBC	Recruitment & Selection team /Policy & Strategy	Ongoing	MS to ask for information from Inclusion working group members
5.3	Attend BME events in DBC area to promote employment opportunities with DBC	Recruitment & Selection/Policy & Strategy	Ongoing	Attended Sikh event July 2003 Due to attend Jobsfair on 20 Nov 2005 arranged by Access to Services and Employment Opportunities Group (Adult Social Care) aimed at people from BME community
5.4	Link into regional events promoting job opportunities for people from BME communities in local government	Recruitment & Selection/Policy & Strategy	Ongoing	As opportunities occur
5.5	Place articles in specialised press promoting employment opportunities for people from BME communities with DBC	Recruitment & Selection/Policy & Strategy	Ongoing /by March 2007	Town Crier?
5.6	Continue to include information on not discriminating against BME applicants in recruitment and selection course for managers	Recruitment & Selection/Policy & Strategy	Ongoing	Already included in each course (which usually runs approx four times a year)

No.	ACTION	BY WHOM	BY WHEN?	PROGRESS
5.7	Monitor recruitment and retention in relation to applicants from BME groups (e.g. no. of applicants; no. of people shortlisted for interview; success at interview), analyse on 6-monthly basis and take any necessary action	Recruitment & Selection/Policy & Strategy	Ongoing	Already in place
5.8	Produce a feedback sheet for BME candidates involved in the R&S process (for comparison against general sample of those involved in process)	Recruitment & Selection	March 2006	
5.9	Promote opportunities for work tasters/placements for people from BME community	Recruitment & Selection/Policy & Strategy	Ongoing /by March 2007	
5.10	Attend access to Services Employment Opportunities Group (Adult Social Care) to help with engagement with people from BME community and promote employment opportunities with DBC	Recruitment & Selection/Policy & Strategy	Sept. 2005 /ongoing	
6.0	Workforce			
6.1	Provide training for all employees on race awareness	Workforce Development, HRMD	Ongoing	Courses already run as part of corporate training programme
6.2	Use PDRs/1:1/supervision as a way of identifying any work issues/problems/developmental needs for employees from BME groups	All DBC Managers	Ongoing	Via PDR process
6.3	Monitor workforce in relation to BME groups (e.g. no. of employees; no. of grievances; B&H allegations; access to training; PDRs; leavers), analyse info on 6-monthly basis and take any relevant action	Departmental HR Managers; Policy & Strategy,	Ongoing	Already in place

No.	ACTION	BY WHOM	BY WHEN?	PROGRESS
6.4	Develop and monitor policies/procedures in relation to BME issues (e.g. Equal Opportunities Policy; Racial Equality Policy; Anti-Harassment and Bullying Policy Statement of Recruitment & Selection; Guidelines for Reporting and Dealing with Suspected Racial Incidents; Disciplinary; Race Equality Scheme)	Policy & Strategy, HRMD	Ongoing	Policies/procedures already developed. Equalities review group has reviewed Equality Policy and Guidelines for Reporting Suspected Racial Incidents in 2005
6.5	Future Employee Survey to include question of view on fairness of PDR process. To analyse feedback in terms of BME/Non-BME responses.	Policy & Strategy	Dec 2004	Relevant questions included and will be analysed
6.6	Produce guidance for employees on working with people with BME background	Policy & Strategy	Ongoing /by March 2007	
6.7	Engage with Surestart manager help in promoting job opportunities with the Council	Recruitment & Selection/Policy & Strategy	Ongoing /by March 2007	

7.0 GENERAL

No.	ACTION	BY WHOM	BY WHEN?	PROGRESS
7.1	Access promotional materials (e.g. stand/posters/carrier bags/ stickers/key rings/pens/book marks/mouse mats/coasters/post-its/mugs) to give out at promotional events	Recruitment & Selection/	Dec 2005	
7.2	Develop and use positive statements on adverts to help attract applications from people with disabilities/ from BME groups	Recruitment & Selection/Policy & Strategy	March 2006	

No.	ACTION	BY WHOM	BY WHEN?	PROGRESS
7.3	Celebrate success where appropriate (e.g. articles etc)	Recruitment & Selection/Policy & Strategy	Ongoing	To liaise as and when opportunities become available
7.4	Organise a DBC jobs fair and invite all groups involved with disabilities/BME communities to have a stall	Recruitment & Selection/Policy & Strategy	by March 2007	

MS – 16/9/05

Section 7 : Race Equality Scheme 2

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7a) Foreword

The Race Relations (Amendment) Act 2000 required local authorities to produce and implement a Race Equality Scheme in order to meet their specific duties under the legislation. In Darlington, we saw this as a helpful development in ensuring that our work to promote racial harmony and improve community engagement continues.

As our first Race Equality Scheme comes to an end, we have decided that it is right to publish a second. Our work to deliver the first Race Equality Scheme moved the Council forward in its delivery of the whole equalities agenda. The publication of our new Race Equality Scheme within our Corporate Equalities Review and Plan demonstrates how we see the delivery of the Race Equality agenda as central to the way that we approach equalities and social inclusion in Darlington. An example of this has been our work with the Darlington and Durham County Race Equality Council in the development of a new equalities policy, which is set out in this document.

This is our second scheme. It builds upon the results of a comprehensive programme of equalities impact assessments, which were carried out in 2004/2005. In the delivery of our action plans, we look forward to continuing and developing a dialogue between Darlington Borough Council and the people from black and minority ethnic groups who live here. I see our Race Equality Scheme as an important tool to help us eliminate discrimination and disadvantage in Darlington.

A handwritten signature in black ink, appearing to read 'John Williams', with a stylized flourish at the end.

Councillor John Williams, Leader of the Council

7b) Introduction by Chief Executive

This document contains Darlington Borough Council's proposals under its second Race Equality Scheme, which covers the next eighteen months to March 2007. It outlines the action that the Council will take to tackle racial discrimination in its aims to ensure equality of opportunity among people from different racial groups and to promote good relations between those people.

Darlington retains its market town character and functions as a sub-regional centre for employment, shopping and culture. Over 98,000 people are in (2001 Census) live in the borough. 2.1% of these people are from a black and minority ethnic community (2001 Census). Getting our approach to race equality right is vital in a town that has a wide catchment area - with over 1 million people living within 20 miles of the town centre. Our Race Equality Scheme gives us the statutory framework within which to locate our challenging race equality objectives. The scheme is a living example of the Council's commitment to the social inclusion agenda. It is an important part of delivering "All Together Now: A Social Inclusion Strategy for Darlington", which, earlier this year, was approved by the Council and adopted by Darlington Partnership. The aim of this strategy can be summed up in a sentence. To improve the life chances of those who are experiencing, and those who are at risk of experiencing, discrimination and disadvantage. This scheme is an essential part of delivering that aim.

With the publication of our second race equality scheme, I invite everyone who works for the Council to take a personal interest in the scheme and to help the Council to continue to fulfil our duties under the Race Relations (Amendment) Act 2000. All departments now have equalities/ social inclusion working groups who will be responsible for delivering actions under this scheme. Delivering this scheme over the next eighteen months will be a challenging timetable. As the Council strives to become a "leading edge" authority it will be a vital way of helping us to better understand the diversity of our customers and to become more focused on their needs and requirements. I hope that this race equality scheme can help us to take Darlington Borough Council to the "leading edge" of race equality work.



Ada Burns, Chief Executive

7c) Why does the Council need a Race Equality Scheme?

The Stephen Lawrence enquiry acted as a catalyst for the government's amendment to the law on race relations in this country. The key lesson learnt from the enquiry was that, no matter how many race equality policies and statements public organisations have, it is still possible for racial discrimination to take place.

In this respect, the government has argued that it is insufficient for public organisations merely to have in place policies and procedures. Instead, they need to demonstrate that they are pro-active, taking tangible actions to tackle racial discrimination.

The Race Relations (Amendment) Act 2000 (RRAA) offers Darlington Borough Council an opportunity to contribute to the national agenda for change in race equality with the overall objective of creating a sustainable and cohesive society, where diversity is valued.

The RRAA requires all public organisations to produce a Race Equality Scheme. The Commission for Racial Equality has issued guidance to all public organisations advising them what they must do and when they must produce Race Equality Schemes.

Producing a Race Equality Scheme should lead to positive outcomes for both the public and employees by providing:

- demonstrable commitment to valuing diversity;
- improved community satisfaction and equality of opportunity;
- greater work place satisfaction and a more diverse workforce;
- increased confidence in respect for one another, contributing to community cohesion and developing cultural understanding between different racial groups.

Darlington Borough Council has decided to exceed statutory duties by producing a second Race Equality Scheme which builds on the achievements of the first, during the period 2002-2005. This Race Equality Scheme will allow the Council to meet its legal obligations and provide a framework for a coherent and strategic approach to race equality across a full range of policies and functions. As such, the scheme:

- sets out arrangements for responding to the general and specific duties under the RRAA;
- focuses on compliance with these duties by continuing to share current best practice and delivering the actions contained in the plan;
- will have key sections reviewed regularly;
- is a means of communicating the Council's commitment to race equality to community groups, key external stakeholders, local residents and Darlington Borough Council employees.

The Council's second Race Equality Scheme is essentially an action plan for the Council over the next eighteen months to ensure that we keep our promises. The document describes all our planned actions, which taken together will allow the Council to fulfil its obligations under the RRAA.

Darlington Borough Council has around 4,800 staff and delivers an extensive range of services and within these carries out many functions. Consequently, our employees operate within a comprehensive (but often complex) framework of policies and procedures. For ease of access and understanding, we have broken down the scheme into core service areas.

Comments

The Council positively welcomes any views or comments you may wish to make on this document. There is no end date for our consultation on race equality in Darlington. The Council takes into account your views and comments whenever they are received. You can comment on this document by contacting: Policy Advisor (Social Inclusion), Chief Executive's Office, Darlington Borough Council, Town Hall, Darlington, DL1 5QT.

7d) Meeting the general duty

Under the RRAA, all public service providers must seek to meet three objectives:

- to eliminate unlawful discrimination;
- to promote equality of opportunity among different racial groups;
- to promote good race relations between people of different racial groups.

This race equality scheme has been formed by an extensive assessment of our policies, procedures and functions (through the equalities impact assessment process) that are relevant to race equality. Furthermore we are aware of the Commission for Race Equality's guidance that states:

- we must monitor, regularly assess and consult with the community on our plans;
- when monitoring, we will use the same classifications as in the 2001 Census and these may be augmented by additional categories (for example Gypsies and Travellers);
- we must seek to ensure that all those people and organisations we work with also promote race equality;
- we must improve the way we consult, so that the community is aware of policies and procedures and how they impact on them;
- we must publish our work on the scheme and make it available to the community;
- we must train our staff on issues that relate to race equality and on effective ways of delivering the scheme.

In short, race equality (as with other aspects of the equalities agenda) has to become a core consideration in a delivery of all the services we provide.

In order to eliminate discrimination and promote equality of opportunity the Council has looked to see where all the members of the community are receiving fair and equitable treatment in all services areas. If areas have been identified where this is not currently the case, the Council has identified the action it will take. By doing this we aim to dismantle the barriers that exist to equality of opportunity and play a more active role in promoting good race relations.

Darlington Borough Council believes that the relatively small size of its black and minority ethnic population (2.1% from the 2001 Census) is not relevant to the seriousness with which we regard our statutory duties.

7e) Equality, diversity and social inclusion within Darlington Borough Council

This section explains the framework for taking forward this agenda within the Council. The introduction of the Corporate Equalities Review and Plan gives full details of the role and function of the Council's strategic social inclusion and social inclusion implementation group in the delivery of the equalities agenda.

Since the publication of the first race equality scheme the Council has replaced its equal opportunities members scoping group with a new performance-based approach to equalities monitoring. This means that Cabinet will now receive quarterly performance reports on equalities and social inclusion implementation. They will have the power to refer any aspect of these reports to any existing scrutiny committee for further investigation, using "task and finish" groups as appropriate. It is hoped that this development represents a tightening of the focus on the equalities agenda and the more meaningful involvement of elected members at a more strategic level of the equalities and social inclusion programme.

Best Value Performance Indicators (BVPIs)

The Council uses a suite of performance indicators to monitor equalities performance. These include:

- BVPI 2a (Equality Standard for Local Government);
- BVPI 2b (duty to promote race equality);
- BVPI 11a (female top earners);
- BVPI 11b (people from BME groups who are top earners);
- BVPI 16a (percentage of disabled employees);
- BVPI 17a (percentage of BME background employees);
- BVPI 174 (racial incidents);
- BVPI 175 (racial incidents that lead to further action);
- PSA 14 (increased employment rate of disabled people and disadvantaged people).

The section of the Corporate Equalities Review and Plan headed "employment and training" gives fuller details of the Council's performance on these performance indicators.

7f) Methodology for producing the Race Equality Scheme

With the agreement of the Council's strategic social inclusion group, the Social Inclusion Implementation Group planned the duration, structure and provisional content of the Council's second Race Equality Scheme in spring 2005.

The group liaised with a representative from the Commission for Race Equality to ensure that its plans for producing an eighteen month long scheme, which would be published as a "stand alone" section within the Council's Corporate Equalities Review and Plan, were consistent with both legislation and best practice in this area.

The Policy Advisor (Social Inclusion) then presented the social inclusion implementation group with a scheme template which set out the purpose of the scheme and provided a framework for the action plans. Evidence was gathered to inform recommendations and departmental action plans. A model framework had already been used to conduct equalities impact assessments of policies and functions at departmental level. These were led by managers and staff from relevant teams within each department.

The provisional findings of the equalities impact assessments were then tested in a piece of consultation work carried out by independent consultants (Renaissance) with some of the groups in Darlington with whom the Council has founded difficult to engage in the past. These included all the priority groups within "All Together Now: A Social Inclusion Strategy for Darlington":

- Young people in the care of Darlington Borough Council;
- People over the age of 85;
- Those under the age of 5;
- People with long term illness;
- Disabled people;
- Black and minority ethnic communities;
- Faith groups;
- People who are unemployed or receiving a low income;
- People with spent criminal convictions;
- Carers;
- Lesbian, gay, bisexual and transgender people;
- Refugees and asylum seekers;
- Gypsies and Travellers.

The findings of this consultation and their relevance for race equality and other equalities issues is set out in section nine of the Corporate Equalities Review and Plan.

The delivery of the Race Equality Scheme has been underpinned by five key questions:

- What are the barriers that are stopping some people from using Council services?
- Are some customers treated differently from others? If so, why? Do they receive a better or worse service?
- How are service managers promoting equality and fair access to their services?
- How are service managers consulting with people about their plans for equalities work?
- How are staff trained in equalities issues?

This process has led to the Council identifying proposals in relation to:

- how it makes decisions and develops policies;
- how it manages its employees;
- how it provides services.

7g) Darlington Borough Council's action plans

Chief Executive's Office

Summary of race equality performance

Achievements during October 2002 – 2005

Although predominantly providing services to Council departments rather than engaging with the public, the Chief Executive's Office seeks to lead by example on equality issues. The Office oversees the Council's relationship with Darlington Partnership and has used this role to assist the partnership in driving the equalities agenda through the Darlington Partnership structure.

There have been a number of highlights in performance during the first three years of the Race Equality Scheme's operation:

- Active engagement of BME communities in the development of the Borough's eleven community partnerships. This approach has been strengthened with the start of work to develop specific equalities/inclusion statements with each of the eleven partnerships.
- Detailed involvement in the review of the Council's Equal Opportunities and Race Equality Policies, to modernise them in line with good practice and recent and anticipated legislation.
- Co-ordination of a comprehensive series of equalities impact assessments across the organisation. Part of these focused specifically on issues around race, ethnicity and cultural identity.
- Review of corporate complaints system means that the ethnicity of complainants is now monitored.
- Senior Managers' Workshop on social inclusion highlighted the race equality agenda.
- The Town Crier is a Council newspaper delivered to every household. In a random sample, six out of nine issues carried editorial and/or images featuring members of Darlington's Black and Minority Ethnic Communities.
- A draft service level agreement with Darlington and Durham County Race Equality Council has been delivered.
- Some race equality actions have been identified at neighbourhood level in the Neighbourhood Renewal Strategy.
- Policy Advisor (Social Inclusion) chaired Information for All project, which will deliver improved communication to those people in Darlington whose first language is other than English.

Chief Executive's Office Race Equality Scheme Action October 2005 – March 2007

Actions needed to deliver improvement	Lead Officer	Milestones	Timescale	Targets	Resources	Outcomes
Appraise options for a corporate approach to the procurement of written translation	David Plews	Research Language Line's additional translation services by November 05	March 2006		Existing resources	Identify preferred option and go on to deliver a corporate system
Refresh Language Line training	David Plews		November 2005	Two people take up training	Existing training budgets	2 staff have Language Line basic training
Assist in development of a programme of interfaith breakfast discussions	David Plews/Steve Rose	Second event by November 2005	Programme runs until at least November 2006	Involvement of Jewish and Hindu communities	Darlington Partnership existing budgets	More collaborative working between faith groups in Darlington
Procurement work to recognise race equality issues.	Susan White	Deliver support to managers on equalities and procurement tool kit. Undertake surveys to record ethnicity of suppliers	November 2005-March 2007	Support ongoing from November 2005. 2005 survey reviewed as appropriate	Existing resources	Ethic profile of suppliers better reflects the ethnic profile of Darlington's residents

Corporate Services

Summary of race equality performance

Achievements during October 2002 – 2005

Corporate Services delivers a number of frontline services to the public and is shortly to launch both a Contact Centre and a Customer Services Centre. Hitherto it predominantly offered support services to Members, employees and client departments. A number of critical actions were identified by the department when the Council's first Race Equality Scheme was launched in 2002. These have been achieved - though progress has not stopped there. A summary of performance is detailed below:

- Targets set in respect of Corporate Health Best Value Performance Indicators (BVPIs) relating to equality and diversity and their associated performance indicators are tested by PriceWaterhouseCoopers our external auditors.
- P.I.'s are consistent with current equality legislation and Codes of Practice
- Service Plans contain these BVPIs with targets set for each department by the Corporate Management Team (CMT) to ensure a consistent approach across the Council performance is monitored in accordance with the Performance Management Framework (PMF) via the Performance Plus (P+) software.
- Service Plan posters (placed on the walls of each office) convey these targets.
- Performance is reported quarterly to the Corporate Management Team and every six months to Cabinet in addition Resources Scrutiny examines performance on an annual basis.
- All four services: Finance, HRM, ICT and Legal Services have undergone Equality Impact Assessments with actions being phased in.
- Key Actions for Improvement are to be included in the new Race Equality Scheme.
- Training (allied to employees' Performance Development Reviews), reporting, consultation and monitoring (all actions to be undertaken during the life of the original Race Equality Scheme) have improved but this is to be taken to another level in the next 18 months.
- The Corporate Services monthly newsletter CS Gas features and article on Equality and Diversity in every edition (latterly around the new Reporting of Racist Incidents procedures).

Human Resource Management is also within the Corporate Services Department. This function has a key part to play in ensuring race equality in employment and training.

A summary of Human Resource Division's race equality performance from Oct 2002 to October 2005 is as follows:

- The Division has developed a positive action plan which includes action aimed at attracting job applications from members of black and minority ethnic communities and retaining them in employment. This aims to improve the Corporate Health BVPIs relating to equality and diversity and is linked to the Best Value Planning Process through the BVPP
- All HR policies have been reviewed/are reviewed on an ongoing basis to ensure that they are consistent with the general duty in the Race Relations (Amendment) Act 2000. All these policies are contained in the Council's Induction pack (Employee Information Pack (EIP)). All HR policies and the EIP are available for employees on the Intranet.

- HRM Division has established an Equalities Review Group to review the Council's Equalities Policies. The group comprises of the HR Manager for Policy & Strategy, Policy Advisor for Social Inclusion, two UNISON representatives and a representative from the Darlington and Durham County Racial Equality Council. This group has recently revised the Council's Equality Policy (which incorporates colour, race, ethnic origin, nationality and religion or belief) and Guidelines for Reporting and Dealing with Suspected Racial Incidents
- The Council provided training on the general duty to the Corporate Management Team (CMT)/Members when the Race Relations (Amendment) Act 2000 was first introduced. A number of papers advising on the Act have also gone to the Council's CMT, Joint Consultative Committee (JCC) and Cabinet.
- A programme of Race Equality Training was also introduced in August 2003, which is recommended as mandatory for all staff. Training courses on Equal Opportunities and Diversity issues for Managers and Employees were also introduced at the same time. All courses are run on an ongoing basis as part of the corporate training programme
- HRM Division now has access to yearly employment equality assessments of the local labour market, provided by the Tees Valley Joint Strategy Unit, which are used to help inform target setting.
- BVPI 11 b measures the percentage of the top 5% of earners from ethnic minority communities. At the end of the 2004/5 financial year, 1.4% of the Council's employees met this criteria against a target of 1.58%. This result falls in the middle to top quartile.
- BVPI 17a/b measures the percentage of employees from ethnic minority communities compared to the percentage of the economically active ethnic minority community population in the authority area. At the end of the 2004/5 financial year, 1.01% of Council employees met this criteria against a target of 1.04%. This result falls in the lower quartile. However, it would be unrealistic for the Council to meet the middle to top quartiles in this area (2.3% and 4.7% respectively) given that the percentage of the economically active ethnic minority community population in the authority area is 2.02% (derived from the 2001 census).
- HRM Division published yearly addenda to the Race Equality Scheme in August 2004 and July 2005 to make available the results of monitoring employment procedures and practice by racial group. These are available on the Council's website.

The addendum for 2004/5 is shown below.

ADDENDUM TO DARLINGTON BOROUGH COUNCIL'S RACE EQUALITY SCHEME UPDATE 2004/05

Darlington Borough Council's Results of Monitoring by Ethnic Group

1.0 Introduction

1.1 Darlington Borough Council's Race Equality Scheme outlines the action that the Council is taking to tackle racial discrimination in its aim to ensure equality and promote good race relations in Darlington.

1.2 The scheme includes information on the Council's arrangements for meeting the duty to monitor employment procedures and practice in terms of each of the areas listed in this report by racial group. The Council collects and analyses data in these areas and has a positive action plan which outlines action to remove barriers and promote equality of opportunity in terms of applicants for employment and current employees. The Council plans to refresh and revise this positive action plan where necessary in September/October 2005. The Council's performance on equalities is driven by the Social Inclusion Implementation Group who are responsible for the publication of the Corporate Equalities Review and Plan which contains the positive action plan.

1.3 This document is an addendum to the Council's updated Race Equality Scheme, which was published in October 2003, and serves as a means of publishing the results of monitoring in the relevant areas on an annual basis. As the Council year runs from 1st April to 31st March, the data included in this update relates to the period 1st April 2004 to 31st March 2005. Data for the previous two years is included where available for comparison purposes.

1.4 The Council will continue to validate and strengthen its data and analysis in the future.

2.0 Staff in Post

2.1 The Best Value Performance Indicator 17a/b (BVPI 17a/b) relates to the percentage of Council employees from a minority ethnic community compared with the percentage of economically active minority ethnic community population in the authority area.

2.2 The table below shows the Council's performance in this area over the last 3 years: -

Year End 2002/3	Year End 2003/4	Target 2004/5	Year End 2004/5	Target 2005/6
0.82%	1.00%	1.04%	1.01%	1.06%

2.3 As at the end of March 2005, 1.01% of the Council's workforce stated that they were from a black or minority ethnic (BME) community. Unfortunately this figure was marginally below the Council's target of 1.04%. This is due to three BME employees

voluntarily resigning from the Council during this period (please see section 9.1 for reasons). It is worth noting that, as the BME percentage figure relates to a small number of employees, there is a significant impact on the percentage even if one employee leaves. However there has still been an increase in the figures over recent years, which is due to new appointments and better monitoring systems.

2.4 The Council recognises that it needs to make progress to represent the 2.02% of people within this category in the Darlington area and the Positive Action Plan aims to address this.

3.0 Applicants for Employment

3.1 The table below shows the ethnicity profile of applications received over the last three years in percentage terms: -

Ethnicity	Applications Received 2002/03	Applications Received 2003/04	Applications Received 2004/5
British & Irish	93%	95.95%	96.74%
BME	7%	4.05%	3.26%

3.2 The Council recognises that the number of applicants from BME communities has decreased over the last three years and it is working hard to improve this situation. However, the percentage figure has still increased since 2001/2 when 2.6% of applications received were from BME groups.

3.3 It is also worth noting that the first quarter figures for 2005/6 (April-June 2005) indicate that the percentage of applications received from BME groups was 4.2%. As such, we are hopeful that this increase will be reflected in the end-year figure.

3.4 The Council's positive action plan should help to increase these figures. This covers a number of measures – e.g. sending all job adverts to the Darlington and County Durham Race Equality Council. In addition, a working group comprising of representatives from the Council and partnership organisations are due to hold a Jobs Fair in October 2005 aimed specifically at BME groups. It is hoped that this will attract applications from people from the BME community by making them aware of the career opportunities available within the Council.

3.5 The table below shows the ethnicity profile of applicants shortlisted for interview over the last three years in percentage terms: -

Ethnicity	Applications Shortlisted 2002/3	Applications Shortlisted 2003/4	Applications Shortlisted 2004/5
British & Irish	92%	96.23%	97.82%
BME	8%	3.77%	2.18%

3.6 Again, it is disappointing that the percentage of applicants shortlisted for Council posts has decreased over the last three years. However there has still been an upward trend since 2001/2 when 1.1% of shortlisted applicants came from BME groups. It is hoped that the above action and continued implementation of the Council's Positive Action Plan will help to improve this situation.

3.7 It is also worth noting that the first quarter figures for 2005/6 (April-June) indicate that 3.81% of applications shortlisted came from people with a BME background. As such, we are hopeful that this increase will be reflected in the next end-year figure.

4.0 Applicants for Training and Staff who Receive Training

4.1 Systems were first established for the year 2003/4 to monitor applicants for training and employees who receive training by racial group.

4.2 Our data shows that during 2004/05, 1.33% of employees requesting training were from a BME background. Of these, 95.45% attended an appropriate training course. One BME employee (4.55%) did not attend the training requested as she voluntarily resigned and left the Council before the training took place (see section 9.1). This compares with 0.8% of employees from a BME background requesting training in 2003/04 - 100% of whom subsequently attended an appropriate training course.

4.3 The Council will continue to monitor the situation and will take appropriate action should this information show that BME employees are being detrimented in any way.

5.0 Applicants for Promotion

5.1 The Council does not have an internal promotion policy as all posts are advertised both externally and internally for equal opportunities purposes.

5.2 However, the ethnicity profile of appointments made over the last three years in percentage terms is shown in the table below: -

Ethnicity	Appointments 2002/3	Appointments 2003/4	Appointments 2004/5
British & Irish	96%	97.53%	98.43%
BME	4%	2.47%	1.57%

5.3 Although this downward trend is disappointing, the figures have still improved since 2001/2, when the percentage of appointments from BME groups was 1.4%. The Council will continue to implement actions in the Positive Action Plan to help improve this figure.

5.4 Again, it is worth noting that the first quarter figures for 2005/6 (April-June) indicate that 3.37% of appointments have been of people from a BME background and we are hopeful that this increase will reflect in the end-year outturn.

6.0 Staff who Benefit or Suffer Disadvantage from Performance Appraisal

6.1 The Council introduced a revised appraisal procedure (Performance Development Review – PDR) for all employees from 1st April 2003. This includes a grading system from 1 to 6 (one being the highest grade) to acknowledge the extent to which employees have achieved both the competencies and objectives agreed at the start of the reporting year.

6.2 The reporting year runs from 1st April to 31st March each year and the gradings start to come through from the end of May each year. These gradings enable the Council to capture and monitor information to show whether staff from BME groups benefit or suffer disadvantage from performance appraisal.

6.3 The figures in table below are based on the number of PDRs returned as at the end of July 2004 and 2005: -

	2003/4	2003/4	2003/4	2004/5	2004/5	2004/05
Grade	Total	British & Irish	BME Group	Total	British & Irish	BME Group
1	0.49%	0.49%	0%	0.26%	0.26%	0%
2	9.8%	9.8%	0%	10.56%	10.56%	0%
3	63.03%	62.42%	0.61%	68.71%	67.96%	0.75%
4	26.19%	25.7%	0.49%	19.97%	19.33%	0.64%
5	0.49%	0.49%	0%	0.50%	0.50%	0%
6	0%	0%	0%	0%	0%	0%

6.4 PDR guidance suggests that 1 and 2 gradings should be fairly rare and something to strive towards. The majority of employees should receive 3 or 4 gradings (the median). Grades 5 and 6 should also be fairly rare and should generally only be awarded where action under the capability or disciplinary procedure is either being considered or has been instigated.

6.5 As all the gradings for BME employees fall within the median to date, the Council does not feel that there is currently any evidence of benefit or disadvantage. However, the Council will continue to monitor the situation and will take appropriate action if there is evidence to suggest any detriment.

7.0 Staff Involved in Grievance Procedures

7.1 The table below shows the ethnic breakdown of the number of employees raising grievances over the last three years: -

Year	No. of Employees Raising Grievances	British & Irish	BME
2002/3	11	11	0
2003/4	20	19	1
2004/5	17	17	0

7.2 The Council will continue to monitor this trend and take appropriate action as necessary.

8.0 Staff Subject to Disciplinary Procedures

8.1 The table below shows the ethnic breakdown of the number of employees subject to disciplinary procedures over the last three years: -

Year	No. of Employees Subject of Disc. Procedures	British & Irish	BME
2002/3	25	25	0
2003/4	34	33	1
2004/5	104	101	3

8.2 The Council will continue to monitor this trend and take appropriate action as necessary.

9.0 Staff who Resign

9.1 Of the 86 staff who left the Council during the period April 2004 to end March 2005 and completed an exit survey, 82 (95% of respondents) stated their ethnic origin. Three of these leavers (3.65%) were from a BME background. All three resigned voluntarily - two for personal/domestic reasons (e.g. one moved out of the area following marriage) and one for better job prospects and a higher salary.

9.2 In comparison with 2003/4, of the 145 staff who left the Council and completed an exit survey, 123 (85%) of respondents stated their ethnic origin. Two of these leavers (1.6%) were from a BME background and both resigned voluntarily – one for better job prospects and a higher salary and one for personal/Domestic reasons.

HR Manager, Policy & Strategy
July 2005

Corporate Services Race Equality Scheme Action October 2005 – March 2007

Race Equality Scheme – Improvement Action Plan – 2005/06						
Actions needed to deliver improvement	Lead Officer	Milestones	Timescale	Targets	Resources	Outcomes
Better access to the services of the Council for Black and Minority Ethnic (BME) communities following the introduction of a Contact Centre and Customer Services Centre	Lynda Bosanko	<p>Launch of Contact Centre October</p> <p>Launch of Customer Services Centre January 2006</p> <p>Improved management information</p>	March 2007	<p>Increased customer satisfaction, increased interactions.</p> <p>Analysis of of satisfaction by ethnicity of respondents and focus on achieving improved satisfaction for BME outcomes</p>	CRM plus staff employed in the Contact Centre and Customer Services Centre	Improved access, barriers broken down
New improved monitoring and consultation mechanisms in terms of race	Ian Wilson in liaison with Lynda Bosanko	Following the Putting the Quality into Equality diagnostic assessment and Renaissance's EIA consultation, set up a standard consultation platform	March 2007	Service delivery focused to the needs of BME communities	Addition to the Performance and Development work programme	Better understanding of the needs of BME communities

Race Equality Scheme – Improvement Action Plan – 2005/06

Actions needed to deliver improvement	Lead Officer	Milestones	Timescale	Targets	Resources	Outcomes
Implement a Racial Awareness training matrix	Ian Wilson	Identify elements of the matrix Identify individual employee training needs Satisfy these needs	March 2006	All front line staff in the Contact and Customer Service Centres meet the standards required	To be funded from training allocation	Better and more focused service delivery
Run annual training on employment law (incorporating specific training on human rights/race discrimination)	Luke Swinhoe	Incorporate training into annual training cycle	September 2006	To make training available for Members and employees	From within resources	Better informed Members and employees
To continue to implement the revised positive action scheme to improve workforce targets in terms of attracting and retaining employees from ethnic minority groups	HR Manager, Policy & Strategy	Quarterly reporting on BVPIs 11b and 17a/b and half yearly management information on recruitment and selection	March 2007	BVPI 11 b BVPI 17a/b	Policy & Strategy team HRMD and Recruitment Officer	Improved performance in BVPI 11b and BVPI 17 and a more informed workforce

Race Equality Scheme – Improvement Action Plan – 2005/06

Actions needed to deliver improvement	Lead Officer	Milestones	Timescale	Targets	Resources	Outcomes
To produce a shortened, more straightforward application form in plain English that will be easier for applicants with English as a second language to use	HR Manager, Policy & Strategy	Draft ready by Dec 2005 for comments	March 2006	BVPI 11b BVPI 17a/b	Policy & Strategy Team – HRMD Recruitment Officer	To achieve targets set for 2005/6 and 2006/7
To promote employment opportunities at Darlington Borough Council to black and minority ethnic communities at the jobs fair to be run by the Access to Services and Employment Opportunities Group	HR Manager, Policy & Strategy	Attend planning meetings as held	Autumn/Winter 2005	BVPI 11b BVPI 17a/b	Policy & Strategy Team – HRMD Recruitment Officer	To achieve targets set for 2005/6 and 2006/7

Community Services

Summary of race equality performance

Achievements during October 2002 – 2005

The Community Services department has made good progress on delivering the Council's Race Equality Scheme and some of the achievements are listed below.

- A range of consultation and participation techniques are used to engage BME groups in the work of the department. This includes specific consultation with the Bangladeshi community as part of the Neighbourhood Renewal Strategy, an Inclusive Forum has been established by the Supporting People Team, a Sports Network has been developed, Tenancy Services have visited the local Muslim and Sikh Communities and work has also been undertaken with the Elder Chinese community to identify their specific housing needs.
- Community Services take an active role in ensuring Partnerships we are involved with also take a positive approach to social inclusion. This includes developing diversity training for members of the Tenants Board and also for members of Community Partnerships. Northgate Community Partnership has already received diversity training that proved to be very popular amongst residents, they have also helped to organise an Eid event in January 2005.
- The department also took a lead on developing a new standard Service Level Agreement that ensures partner organisations have an equal opportunities policy. The Department's approved list of contractors is also required to have either their own equality statement or sign up to the Council's.
- The Tenancy Support service pack gives full information of all known faith groups and places of worship for new tenants.
- We ask for the ethnicity of customers on our Housing Benefits claim form to help identify any perceived barriers to the service on the grounds of race. We have met with the Asian Women's group to promote the take-up of Housing Benefits/Council Tax Benefits and obtain their perceptions of the service as part of the Best Value review of Revenues and Benefits.
- Services have been improved and this includes the introduction of an Asian women swim lessons and Arts Programming includes cultural festivals, African and S. American Arts Weeks, artists and dancers from a variety of cultural backgrounds; also work in partnership with Race Equality Council on both programming and consultative basis.
- All service areas in Community Services have carried out an Equality Impact Assessment. Actions have been developed to address any weaknesses and these are included in the Service Plans for 2005/06 and include things like researching if current Supporting People services are accessible to BME groups and ensuring that Community Partnerships develop and continue their links with BME groups.

Community Services Race Equality Scheme Action October 2005 – March 2007

Actions needed to deliver improvement	Lead Officer	Milestones	Timescale	Targets	Resources	Outcomes
DEPARTMENTAL ACTIONS						
Promote awareness and use of Language Line and translation services within Community Services	Shân Warren	Article in Department newsletter and promote corporate Staff training for language line Develop intranet website for Departmental Social Inclusion group	March 2006	1 article and 1 website	Within existing resources	Improve awareness and use of Language Line and written translation services and departmental work
Carry out Equality Impact Assessments for new activities including Welfare Rights and Anti-Social Behaviour	Shân Warren	Undertake EIA Develop actions to address weaknesses Implement Action	Nov 05 Dec 05 April 06	EIA completed	Within existing resources	Ensure the service is accessible to the whole community
Revisit the Equality Impact Assessments and feed any actions into the service plan for 2007/08	Shân Warren	Review all EIA	Sept 06	Include any actions in the 2007/08 service plans	Within existing resources	Ensure the service is accessible to the whole community
Develop a departmental consultation strategy including formalising the mechanisms for engage with hard to reach groups	Sharon Brown	Complete strategy Roll out to services	April 2006	Strategy developed	Within existing resources	Improved consultation mechanisms
Staff to receive diversity training	All Managers	Training needs highlighted in	April 2006	All relevant staff to receive	Within existing resources	Improved staff awareness

Community Services Race Equality Scheme Action October 2005 – March 2007

Actions needed to deliver improvement	Lead Officer	Milestones	Timescale	Targets	Resources	Outcomes
		PDRs Training	Ongoing	training		
Continue to review appropriateness and availability of Public Information for each service area	Julie Lumb for Adult Services Reps on the Departmental Social Inclusion Group	Overview of services leaflets	Rolling Programme of review. All information to be reviewed annually	All information is reviewed at least annually	Existing budget	All information is up to date and can be made available in the main minority languages
Provide diversity training for community representatives involved in groups supported by the Council e.g. Tenants Board, Community Partnerships, Residents Panel	Sue Davison Pauline Mitchell	Community Partnership Forum training Ongoing training for new representatives	Feb 2006 Ongoing	Diversity training event held for community partnerships	Com pships through Single Programme Through existing resources	Improved understanding of community representatives
ADULT SERVICES						
Review Eligibility Criteria	To be confirmed	Review of FACS eligibility criteria carried out	March 2006		Existing budget	FACS is fully inclusive
Ensure all frontline staff collect ethnicity data systematically	Vicky Blakey	Reviewed at 6 monthly Performance Review	Ongoing	PAF records	Existing budget	Ethnicity is recorded where stated
Ongoing consultation with representative groups to ensure inclusivity of consultation forums	Jeanette Crompton	Ratification and launch of Consultation strategy	November 2005	To ensure that all minority groups are able to access consultative forums	Existing budget	Consultative forums are fully accessible to the whole community

Community Services Race Equality Scheme Action October 2005 – March 2007

Actions needed to deliver improvement	Lead Officer	Milestones	Timescale	Targets	Resources	Outcomes
Implement specific racial equality training programme. Commence audit of training programmes to assess how well racial equality is mainstreamed	Liz Pattinson	Specific training delivered Audit carried out of training. Share audit findings with dept social inclusion group	March 2006	Training is mainstreamed	Existing budgets	Racial equality training is effectively mainstreamed
Promote Adult Social Services to the Council's social inclusion strategy priority groups (ME)	Jeanette Crompton	Event planned for November 2005	November 2005	PAF E47, E48	Funding identified	Increased provision of services to ME groups
Promote employment opportunities within Adult Social Care to ME groups	Jeanette Crompton	Event planned for November 2005	November 2005	BV17a, BV17b	Funding identified	Increased employment of people from ME Groups
Promote the support available to carers, to carers from ME groups	Lisa Holdsworth	Launch of Carers Strategy Carers Marketing Plan	November 2005 November 2005	Increase the number of carers receiving assessment/ services D62	Funding identified (DAD)	Increased provision of services to ME groups
Appoint to CDW for Mental Health Post	Jane Bowie	Recruit to post. CDW takes up post	March 2006	Targeted work carried out for ME / Mental Health service users	Funding identified	Mental Health services are accessible to all community
Roll out of" Information for All" DVD	Julie Lumb	"Information for all" translated into minority	November 2005		Existing resources	'Information for All' is available in 5 minority languages

Community Services Race Equality Scheme Action October 2005 – March 2007

Actions needed to deliver improvement	Lead Officer	Milestones	Timescale	Targets	Resources	Outcomes
		languages				
Promote Direct Payments to ME groups	Jeanette Crompton	Implementation of Direct Payment Marketing Strategy	March 2006	PAF C51	Existing budgets	Increased support to ME groups
BUILDING SERVICE						
Staff to attend customer care training which will include an element on equality.	Malcolm Harding	Staff training undertaken	March 2006	Staff training programme undertaken	Within existing resources	Customer satisfaction improved
Work with Customer Services to make the repairs customer satisfaction survey more accessible to people who require the form to be translated	Malcolm Harding	Review questionnaire Provide feedback in 'You said, we did' and pass on to housing / operatives	March 2006	N/A	N/A	Ensure the views of the services are obtained and feedback is given
ENVIRONMENTAL SERVICES						
Include equality questions within surveys to assess any potentially adverse effect (including Community wardens and Env't Health) and when meeting residents groups	Ian Thompson	Review surveys to assess if they require additional equality questions included. Make the necessary amendments. Cover equality issues in residents group meetings.	March 2006	Equality issues are raised in meetings.	Within existing resources	Ensure the views of the services are obtained
Look at recruitment and where jobs are currently	Ian Thompson	Prepare summary sheet highlighting	March 2007	Diversify staff make-up.	Within existing resources	Diversify the staff make-up of Environmental

Community Services Race Equality Scheme Action October 2005 – March 2007

Actions needed to deliver improvement	Lead Officer	Milestones	Timescale	Targets	Resources	Outcomes
advertised to see if other publications / locations should be used to advertise the job		what Envt Services covers and translate into the three most common languages, make this available at job fairs. Show the "Information for All" DVD at Job Fairs. Publish vacancies in newspapers and internet sites that are read by minority groups.				Services.
Develop contact cards for staff to give out to the public	Ian Thompson	Contact cards developed on the completion of the street scene review	March 2007	Cards developed	Within existing resources	Ensure that the service is fully accessible
HOUSING BENEFITS						
Undertake a benefits marketing campaign with BME groups	Anthony Sandys and Matthew Sigsworth	Targeted marketing campaign	March 2007	1 campaign completed	Within existing resources	Increase awareness of the benefits available
HOUSING SERVICES						
Continue to ensure that Housing Services follows the CRE's code of practice in rented housing	Chris Burke	100% achieved 100% achieved	March 2006 March 2007	100% BV164 100% BV164	Within existing resources	Council is compliant with the code of practice
Ensure the Housing Strategy reflects the needs	Stephen Edmonds	Complete Local Housing Needs	Dec 2005	Strategy Implemented	Within existing resources	Strategy reflects the needs of all residents

Community Services Race Equality Scheme Action October 2005 – March 2007

Actions needed to deliver improvement	Lead Officer	Milestones	Timescale	Targets	Resources	Outcomes
of ME groups		Assessment Finalise the Housing Strategy Implement Strategy	March 2006 April 2006			
Promote tenant involvement amongst “hard to reach” groups, to help the tenant involvement structures to reflect the customer base	Simon Callaghan	Develop a Tenant Empowerment Strategy linked to the departments Communications Strategy The Strategy must reflect the diversity of the population in Darlington and ensure we promote the services of Council housing to under-represented groups Report annually the breakdown of service users, including an article in Hot News	March 2007	Strategy developed.	Within existing resources	Opportunities for tenant involvement are available to all

Community Services Race Equality Scheme Action October 2005 – March 2007

Actions needed to deliver improvement	Lead Officer	Milestones	Timescale	Targets	Resources	Outcomes
		Review as part of service plan				
LEISURE AND ARTS						
Ascertain if entering licensed premises is a barrier to some groups using leisure and arts facilities	Mike Crawshaw & Lindsay Tuck	Undertake review	Dec 2005	Review completed	Within existing resources	Ensure the service is accessible to the whole community
Work with the Arts Council on implementing cultural diversity programming	Lindsay Tuck	Promote 3 events (Ramanaya, The Story of Divali and the Kakatsitsi Drummers)	Oct 2005	Promote 6 events	External funding	Increase provision of services to BME groups
		Promote 3 events	March 2006			
Work with Sport England on implementing a sports diversity programme	Mike Crawshaw	Work with Community Partnerships to establish a comprehensive approach for consulting with BME groups Continue to develop specific projects at previously identified needs specific to BME groups Assess economic viability of any	March 2007	Activities delivered if need identified and economically viable	Within existing resources	Increase service provision to BME groups

Community Services Race Equality Scheme Action October 2005 – March 2007

Actions needed to deliver improvement	Lead Officer	Milestones	Timescale	Targets	Resources	Outcomes
		additional activities Implement if viable				
PERFORMANCE DEVELOPMENT AND COMMUNITY PARTNERSHIPS						
Hold multi-cultural community events in the Fair Share wards (Northgate and Central)	Iris Pichl-Mordue	Hold 1 event Hold 1 event	Feb 05 Feb 06	2 events held	Fair Share funding	Improve community cohesion
Work in the Central ward to help diversify the Partnership	Iris Pichl-Mordue	Review existing membership Target new members Ongoing support to new members	Dec 06 March 2006	Number of new volunteers	Fair Share funding	Diversify the partnership
Work with a consultant to develop an Equal Opportunities Policy to be adopted by all Community Partnerships	Sue Davison David Plews	Equal opportunities policy developed	March 2007	Opportunities Policy developed	Putting Quality into Equality Funding	Ensure the work of the partnerships is inclusive
Increase involvement of BME groups in the Community Partnerships	Sue Davison	Develop a recording system to analyse current membership of each partnership	March 2006	Number of new volunteers	Within existing resources	Community Partnerships address issues affecting all of the community

Community Services Race Equality Scheme Action October 2005 – March 2007

Actions needed to deliver improvement	Lead Officer	Milestones	Timescale	Targets	Resources	Outcomes
		Implement recording of data Analyse membership of each partnership Develop fact sheet on each ward on population make-up and key contacts	April 2006 Sept 2006 Sept 2006			
SUPPORTING PEOPLE						
Research if current services are accessible to BME groups	Anthony Sandys and Social Inclusion Officer (David Plews)	Monitor and review access to BME groups Carry out support needs comparison Promote increase service to providers	Dec 2005 March 2006 Ongoing	Research completed	Within existing resource	Increase access to support services in BME communities
Ensure all services are offering culturally sensitive and appropriate services in an attempt to encourage greater access.	Denise Rudkin Nicola Childs Anthony Sandys	Greater emphasis to be placed on ensuring services are culturally sensitive as part of the service review process.	Ongoing		Within existing resources	Ensuring services are culturally sensitive

Community Services Race Equality Scheme Action October 2005 – March 2007

Actions needed to deliver improvement	Lead Officer	Milestones	Timescale	Targets	Resources	Outcomes
		To be undertaken as part of the quality control process				
Update the directory of services to identify which services recognise cultural differences of people from minority ethnic communities.	Helen Bleasdale	Obtain update of information regarding cultural differences from providers. Service directory to be amended and redistributed with this information.	Sept 05 Dec 05	Directory updated	Within existing resources	Ensure the service is culturally sensitive
Share the learning from all service reviews to improve access to and the quality of service. Best practice to be published in the quarterly newsletters and reported to the inclusive forum.	Denise Rudkin Nicola Childs	Review this element of the service review process to enhance provider feedback and greater awareness of this issue Best practice to be published in newsletters and inclusive forum. Review this element of the service review process to	December 2005 Ongoing Dec 2005	Share best practice	Within existing resources	Asses and report on how the service promotes access and ensures services are culturally sensitive

Community Services Race Equality Scheme Action October 2005 – March 2007

Actions needed to deliver improvement	Lead Officer	Milestones	Timescale	Targets	Resources	Outcomes
		enhance provider feedback and grater awareness of this issue				
Capture data and produce a report on the impact supporting people is having on addressing diverse needs for core strategy group and the inclusive forum to consider.	Helen Bleasdale	Report produced and shared with inclusive Forum	December 2005	Report produced and considered	Within existing resource	Ensure the service is culturally sensitive
Work with policy section to produce an impact assessment for the service directory.	Helen Bleasdale	Impact assessment carried out	December 2005	Impact Assessment completed	Within existing resources	Ensure the service is culturally sensitive

Community Services Race Equality Scheme Action October 2005 – March 2007

Actions needed to deliver improvement	Lead Officer	Milestones	Timescale	Targets	Resources	Outcomes
YOUTH SERVICE						
Review venues used by YS to ensure they are accessible to all young people within community area	Sue Davidson	Venues reviewed prior to agreeing SLA for Youth Service use	March 06	7 audits completed	Within existing resources	Youth clubs accessible
Carry out consultation on the Youth Service Plan 05-08, including 'hard to reach' groups	Sue Davidson	Carry out research into needs & aspirations of young people in their communities, via centres, detached & school based sessions. Carry out consultation using Text & EVibe. Work in partnership with other agencies to make specific contact with hard to reach groups	Dec 05	Consultation to reach 25% of 13-19yrs population reflecting minority groups within the D'ton community	Within existing resources	Plan reflects wide range of young peoples aspirations

Education

Summary of race equality performance

Achievements during October 2002 – 2005

The Education Department has made considerable development in progressing Race Equality Objectives since 2002. The bullet points provide a flavour of some of our key objectives:

- The Department has established a Race Equality Steering Group that meets on a regular basis and is attended by officers of the Department, School representatives, the Police and the Racial Equality Council.
- Detailed guidance has been provided to schools in reporting and dealing with racist incidents.
- The Race Equality group has undertaken a self-evaluation of our effectiveness in combating racism that has resulted in a review of the guidance issued to schools in reporting and dealing with racist incidents.
- Performance targets for the educational attainment of BME groups have been incorporated within the Education Service Plan and are now monitored and reported to the Departmental Management Team.
- The Language for Learning Service has been disaggregated from a joint Service provided by Durham County Council and this has provided an enhanced level of service to Darlington residents.
- Standing Advisory Council on Religious Education (SACRE) have invested resources in the development of a resource library for schools to promote cultural diversity as part of the curriculum.
- The Libraries and Community Learning Service have invested in stock by extending the provision of printed material in other languages including dual language books, leaflets and newspapers in community languages.
- Community Learning has been enhanced with additional venues and ESOL is now provided.
- A numeracy and literacy project for the Traveller community has been developed in partnership with the Darlington & District Youth & Community Association and the Library Service.
- In Special Educational Needs (SEN) systems have been put in place to ensure information can be provided in a number of formats and languages. Equality issues have been incorporated into training for Independent Parental Supporters, who work with parents of children with SEN.
- School Admissions and appeals are now monitored by ethnicity

Education Race Equality Scheme Action Plan October 2005 – March 2007

Actions needed to deliver improvement	Lead Officer	Milestones	Timescales	Targets	Resources	Outcomes
Increase community representation on school governing bodies in Darlington	Sue Davison	Ethnicity monitoring undertaken of new governor appointments as part of list 99 check	1 April 2005		Existing resources	Community representation on governing bodies reflects context of each school
	Sue Davison	Ethnicity monitoring information input into Education Management System – termly monitoring reports produced	Autumn term 2005 then termly			
	Jane Jones	Community representation as an agenda item on termly link governor training sessions	Autumn term 2005			
	David Walker	Governor Dev Unit to work with link governors on an analysis of local school contexts in order to target communities which are under-represented	Autumn term 2005			

Actions needed to deliver improvement	Lead Officer	Milestones	Timescales	Targets	Resources	Outcomes
Develop strategies to ensure that targeted support to schools is not to the detriment of those outside target groups	David Walker	Ensure that target setting process reflects all pupil groups within school settings – use of FFT (Fischer Family Trust; a charitable organisation that calculate pupils' expected performance) to expedite – benchmarking data for groups included as part of Local Authority support	Autumn term 2005	All pupil groups make appropriate progress	Existing resources	All groups receive appropriate support
	Sue Davison		1 April 2005 onwards			
	Jane Jones	Attach equal opportunities monitoring form (Corp 416/02) to declaration information for Local Education Authority/Parent and Community governors	Autumn 2005 onwards	Termly audit of training		
	David Walker	Monitor take-up of training by governors using ethnicity information	governors meeting – 19 Sep 05			
	Eunice Greenslade	Governor Dev Unit to work with link governors on an analysis of local school contexts in order to target communities which are under-represented SACRE to review membership of faith groups in Darlington – as part of review of constitution	Autumn term 2005			

Actions needed to deliver improvement	Lead Officer	Milestones	Timescales	Targets	Resources	Outcomes
<p>Develop better, culturally appropriate communications within the Pupil Support Service – Other languages for signs</p> <p>To target support to traveller and pupils from ethnic minorities on a needs lead individual basis</p> <p>Develop educational attainment targets for identified groups</p> <p>Improve relationship with the Traveller community through regular weekly visits to Honeypot Lane Site. Building up a site plan Work within a protocol to address contact with families on unofficial sites within Darlington.</p> <p>Offer training to all governors on ethnic minority groups/cultures/ equalities.</p>	<p>Anita Hamer</p> <p>Linda Watts</p> <p>Julie Garnett</p> <p>Linda Watts</p>	<p>Have a leaflet printed offering translations if required and then insert leaflet with all our communications.</p> <p>Pupil Support Service (PSS) staff to undertake analysis of performance for traveller and ethnic minority pupils to enable support to be targeted at those pupils who are falling behind their peers</p> <p>PSS staff to use of prior attainment/conversion data</p> <p>Traveller Education team to plan regular site visits to the families on the Honeypot Lane site. Prepare site plan with support from Traveller community and establish protocols and ensure these are adhered to</p> <p>Staff from PSS to prepare training programme for Governors and ensure it is included in the Continuing Professional Development programme</p>	<p>Produce leaflet Oct 2005</p> <p>Analysis complete Nov 2005</p> <p>April 2005 and then ongoing</p> <p>Complete for 2004-2005</p>		<p>Cost of leaflet production to be identified</p>	<p>To ensure that PSS is accessible to everyone regardless of their race, culture, religion or nationality</p>

Actions needed to deliver improvement	Lead Officer	Milestones	Timescales	Targets	Resources	Outcomes
<p>Enhance procedures for appropriate actions following racist incidents</p> <p>Analysis of trends in racial incidents</p> <p>Improve liaison with Race Equality Council/Community Safety Partnership.</p> <p>Improve community consultation procedure on race equality issues</p>	Linda Watts	<p>Establish protocols and inform schools offering training where required.</p> <p>Prepare support materials to be used across all Keystages.</p> <p>PSS staff to expand training remit for schools and to include Governors.</p> <p>Staff to set up analysis of trends so that support to schools can be targeted</p> <p>Set a timetable of meetings to discuss work undertaken with schools, and by whom.</p> <p>Develop procedures for consultation; invite key players onto steering group?</p>	<p>Spring 2006</p> <p>Spring 2006</p> <p>Develop training packages</p> <p>system agreed</p>		Existing resources	To ensure that our services are accessible to everyone regardless of their race, culture, religion or nationality
<p>Raise staff awareness of cultural/religious differences within the Pupil Service. Religious calendars, cultural etiquette and taboos.</p>	Linda Watts	<p>PSS staff to produce a religious festival calendar as a resource aid to be made available to all schools and other services.</p>	June 2005 onwards		£500	To ensure that our services are accessible to everyone regardless of their race, culture, religion or nationality

Actions needed to deliver improvement	Lead Officer	Milestones	Timescales	Targets	Resources	Outcomes
Improve signage within libraries	Lynne Litchfield	Change the signage in the libraries to include symbols and community languages	Dec 05		£2000	Enhanced accessibility
Improve accessibility of Early Years and SureStart Services	Lynn Henderson JE	SureStart Local Programme wave 5 planning work with Gypsies and Travelling community. Weekly Stay and Play session at Dodmire Infant School. Support provided to Eastbourne Playgroup, which serves whole community. Provide DFES leaflets in variety of languages re Tax credits, childcare, parenting advice etc. General SS leaflets produced in Bengali by R.E.C Provide Home Office leaflets on Domestic Violence that are available in several languages. The promotion and publicity sub-group of the Darlington Domestic Abuse Forum to commission the production of local leaflets in other languages.	Reviewed By LH & Management group 6 monthly Leaflets available and on display	Evidence of range of activities targeted towards Travellers Leaflets available by March 2006	Existing resources	Enhanced accessibility

Actions needed to deliver improvement	Lead Officer	Milestones	Timescales	Targets	Resources	Outcomes
	LH/MM JW	Ensure that Sure Start Local Programmes staff are aware of the dates when different faiths celebrate festivals, all Sure Start Calendars and diaries to include dates of all festivals. The Diocese is currently represented on the Darlington Sure Start Plan (DSSP) but membership of the DSSP is currently under review & consideration will be given to strengthening faith group representation further.	Reference information displayed on our notice boards etc. Appropriate Faith group Representation	Calendars & diaries to include religious Festivals Reconfigure DSSP		
<p>Incorporate language information in the admissions brochures.</p> <p>Education legislation allows authorities discretionary powers to provide differentiated arrangements for denominational education. This applies to school transport entitlement and school admissions requests. However we are aware of a review of transport by DfES, which may change this in the future.</p>	Paul Campbell	<p>Information to be included in admissions brochures.</p> <p>Monitoring Department for Education and Skills action on transport policy revisions. Review and implement local transport policy, as appropriate</p>	<p>Sept 2005</p> <p>On-going</p>		Existing resources	Enhanced accessibility
Improve culturally appropriate communications (other languages, signing, Braille etc)	Barbara Gidman	Have a leaflet printed offering translations as required and insert with all communications	Produce leaflet October 2005		Cost of leaflet production	Enhanced accessibility

Actions needed to deliver improvement	Lead Officer	Milestones	Timescales	Targets	Resources	Outcomes
Raise staff awareness of cultural and religious differences.	Cate Crallan	Staff Training	November 2005			
Review Inclusive School Award Framework and process to take account of Every Child Matters, new Ofsted Inspection, School Self Evaluation	Cate Crallan	Produce a new Inclusive School Award Framework after consultation	January 2006			
	Cate Crallan	Develop a process of liaison with School Effective Service	January 2006			
Promote Inclusive School Award for schools who have not started this process	All staff Cate Crallan	Inclusive Service Staff to talk about Award on regular visits. In addition written information will be sent to schools	January 2006			

Development & Environment

Summary of race equality performance

Achievements during October 2002 – 2005

The department took the approach of developing the scheme through a number of themes; these were Raising Awareness, Collecting and Analysing Data and Implementation. Combining these themes with the results of impact assessments the department has made steady progress with many examples of good practice, some of which are listed below:

Raising Awareness

- All managers/supervisors and most staff have attended corporate training regarding racial equality.
- A Departmental Mainstreaming Group was set up with representatives from each division to allow cross cutting issues to have a more co-ordinated task based approach.
- Race Equality is a standard item on the Departmental Management Team's meeting agendas and they have driven performance with issues raised being cascaded down to team/section meetings.
- The Race Equality Scheme features in the Departmental and Divisional Service Plans.
- Items related Race Equality are included in the Department newsletter, which is circulated to all staff.

Analysing and Collecting Data

- Departmental collation of ethnicity data regarding staff numbers/training requests etc. enabling a workforce profile to be generated.
- A wide variety of projects monitor data relating to race, e.g. Targeted Assisted Employment, Tourist Information surveys, Planning Applications.
- Managers have been provided with census information to help identify ethnic minorities and their customer base.

Implementation

- Council policy towards the Traveller community has been developed to incorporate best practice guidance and Human Rights legislation. Measures include dealing with illegal encampments in a sympathetic manner and Darlington's two recently refurbished traveller sites being leased and managed by members of the Traveller community.
- Around 23% of market traders are classed as having an ethnic minority background, the Council allows toll free absences to allow members of ethnic minority groups to celebrate religious events
- Adaptations and additional services have been provided by the Burial and Crematorium service to ensure the provision is appropriate to the needs of minority faith groups.
- Language Line is operated at all of the department's face-to-face customer points.

The department has shown strong examples of good practice but is not complacent. Some areas require more attention and an improved co-ordinated approach to spread these high standards across the whole department.

Development & Environment Race Equality Scheme Action Plan October 2005 – March 2007

Actions needed to deliver improvement	Lead Officer (Divisions)	Milestones	Timescale	Targets	Resources	Outcomes
1. Staff Training and Support						
1a: Ensure all staff who have contact with service users and all service managers participate in relevant Council equalities training courses	ADs/Heads – supported by Elaine Taylor (All)	i) Staff requiring training identified ii) Staff trained	March 06	100% frontline staff trained by March 2006 DE45 85% January 06	From existing budgets	All relevant staff are trained to the basic level required for level 3 of the CRE's Equality Standard for Local Government, and to provide appropriate service irrespective of user's race, culture, gender, etc.
1b: Explore ways of providing cultural awareness training for managers and front line staff, either corporately or for D&E only – to include amongst other issues, coverage of the faith groups represented in Darlington	Peter Roberts/ David Plews (All)	i) Training required specified and D&E demand identified ii) Training Commissioned	July 2007	Training commissioned Oct 2005 Staff trained on course: 50% July 06 100% July 07	Cost to be identified as part of investigation	Options for providing cultural awareness training identified as a basis for programming training in light of costs and budget constraints to ensure appropriate service is given to all groups
ai: Ensure front-line staff are briefed on Language Line and carry the Language Line prompt card 2aii: Ensure reception areas display Language Line notices and have prompt cards available 2aiii: Ensure front line staff carry Language Line 'credit card statements' to distribute to people with particular language requirements	Mangers supported by Elaine Taylor	i) Staff identified for training ii) Training complete i) Review of notices ii) Notices displayed at all receptions i) Cards designed and produced ii) Cards distributed to staff	March 2006 Oct 2005 March 2006	100% staff trained by March 06 Notices displayed at all receptions Increased use of Language Line	No impact – supplied as part of Language Line contract	All relevant staff are aware of how to access Language Line and carry the materials to assist in communicating with non-English speakers D&E's public receptions provide support / initial point of reference for non-English speakers. Enhance a person's future interaction with the department and remove the initial language barrier

Actions needed to deliver improvement	Lead Officer (Divisions)	Milestones	Timescale	Targets	Resources	Outcomes
2bi: Produce a 'clip-on' slip to attach to existing outgoing documents advising in community languages of availability of translation of documents, etc. 2bii: All new public documents to carry language prompts of the 5 major languages where practical	Peter Roberts/ Dennis Watson	i) Slip designed and approved ii) Slip Produced i) Documents requiring lang. Prompts identified ii) Lang. Prompts inserted	Oct 2005 March 2007	Slip produced and utilised Increased % documents carrying Lang. prompt	Existing budgets From existing print budgets	Language support available on all documents sent out from D&E Language support on all documents with no danger of language clip being lost or mislaid.
2c: As an extension of the above, and linked to the race mapping proposal, identify translation services that could be used to provide documents for consultation on schemes in languages appropriate for the purpose.	Peter Roberts/ David Plews	i) Dept. needs identified ii) Service providers & costs documented	Dec 2005	Resource available to staff	Cost of services to be identified as part of investigation	Appropriate language support available for consultation and project development purposes
2d: Produce a Language Support guidance resource covering local community languages, use of Language Line, availability of translation services and use of "Information for All" DVD	Peter Roberts/ David Plews	i) Constituent parts of resource completed ii) Resource compiled	July 2006	Resource available to department July 2006	From existing budgets	Reference resource available to staff to support routine and project work.
3. Service User Monitoring						
3a: Introduce service user monitoring, (including race), for all front line services and procedures involving interface with the public. This will reflect and build on current practice in some service areas and	All	i) Monitoring form devised for all services ii) Monitoring carried out iii) Data analysed iv) Actions carried	March 2006	Full monitoring of frontline services from 2006/2007 onwards	No Impact	All services know who their users are, have baseline data to enable key aspects of service access and outcomes to be analysed and managed/improved

Actions needed to deliver improvement	Lead Officer (Divisions)	Milestones	Timescale	Targets	Resources	Outcomes
elsewhere in the Council using a common format.		out as result of analysis if required				
3b: Gather available current data from those services that do monitoring at present and from other sources (complaints, insurance claims etc.) and carry out an initial analysis to establish a baseline across the department, consistent with practise elsewhere in the Council and in partner organisations.	Peter Roberts	i) Data collection carried out ii) Analysis completed	Jan 2006	Baseline analysis of service users available	No Impact	Exercise will provide a starting point for future monitoring and analysis and will inform service/improvement planning and target setting for 2006/2007.
4. Communications & Consultation						
Investigate the feasibility of producing a 'race/culture' map of the Borough to assist staff in developing and consulting on schemes	Peter Roberts/ Suzanne Clark/ George Brook	i) Outline of requirements ii) Feasibility determined iii) Mapping completed	March 2006	Should the project be feasible mapping complete by March 2006	Cost identified as part of the investigation	If project is feasible, a resource would be provided that would assist staff throughout the Council to consult effectively on projects and schemes and to design then to meet the needs of all potential users.
Develop a consultation support resource, providing information for staff on local/regional/national representative groups	Peter Roberts/ David Plews	i) Identify representative groups ii) Resource compiled	March 2007	Resource available March 2007	No Impact	Staff are able to focus consultation more accurately and effectively by reference to an up to date reference source.
5. General						
Seek out good practice on equalities within specific services amongst partners and neighbours, eg. Benchmark equalities practices within Tees Valley Officer Groups.	All	i) Good practice sought ii) Good practice adopted and distributed to other division/departments	Ongoing	Good practice sought and adopted where appropriate	No impact	Within the overall corporate and departmental equalities framework, individual services learn from others and develop good practice that is appropriate to the particular service users.

Former Social Services Department

Summary of race equality performance

Achievements during October 2002 – 2005

Progress has been made by Social Services towards delivering the Council's Race Equality Scheme. Some of our key achievements are listed below:

- Social Services took a lead in the development of the visual resource "Information For All", to provide information on the Council services which are available to people living in Darlington. This resource has now been translated into the 5 most frequently used community languages and improves access to key agencies.
- All managers/supervisors and most staff have attended corporate training regarding racial equality. All new staff have routinely attended equality awareness training as part of their induction programme and other specific training has been accessed as appropriate.
- An Equality Impact Assessment has been carried out for both Adult and Children's Social services. Action Plans have been developed to address any identified weaknesses. Key gaps have been included in the Service Plans for 2005/06. All Commissioning Managers, Service Managers and Team Managers contributed to the assessment via their team meetings.
- Race Equality is a regular item on the both the Childrens' and Adult Services Team meeting agendas, helping to raise awareness and cascade information down to teams.
- Departmental collation of ethnicity data regarding staff numbers/training requests is collected as part of our annual submissions of the Delivery and Improvement Statement to the Commission for Social Care inspectorate.
- Departmental collation of ethnicity data regarding service users relating to access to assessments and care packages is monitored and benchmarked with appropriate action taken as required.
- In Childrens' Services, two key policies/ procedures were identified as a priority for review. Subsequently, both the Permanence Policy/ Procedure and Adoption procedures have been reviewed with regard to racial issues
- Work has been carried out with Chinese children aged between 3 and 11 to provide Mandarin Classes.
- Children's Social Services have also assisted in introducing children who have been adopted from China to the local Chinese community.
- Managers have been provided with census information to help identify ethnic minorities and their customer base.

- Language Line is well used and continues to be promoted within the department. All staff that visit customers in their homes carry information regarding Language Line and its use.
- All service providers that we contract with, are required to have and operate an equal opportunities policy and this is checked as part of the ongoing contract monitoring procedures.
- In Mental Health Services, Sure Start workers are used to support work with the BME community. Funding identified and recruitment ongoing for a Community Development Worker to work specifically with BME community to improve access to services and support through assessment.
- BME audit completed within the department and positive plan to increase the number of BME staff linked to specific service gaps e.g. Home Care.
- Direct Payments Support Service contacting a range of BME communities in conjunction with REC to promote services and improve access to social care.
- Profile of Carers Services and access to them improved through meetings with Chinese and Bangladeshi communities including information in appropriate languages.
- Duty access to Mental Health Services now integrated and both Community Mental Health Team (CMHT) bases have access to information in other languages.
- Mental Health Promotion worker in post since September 2003 whose work covers promotion to BME groups.

The Social Services department has now been re-structured into a new Children's Services department. This means that Adult's and Children's services Race Equality actions now appear in the Community Services department's and Children's Services departmental action plans respectively.

Commission for Race Equality Guidance: evidence of compliance

The CRE website makes available on its website a checklist of information that its staff use when checking a local authority's compliance with the law in respect of its approach to race equality work.

Presented below is the Council's evidence of compliance in some key areas.

Guidance	Compliance
<p>Details of how the authority will consult formally on the proposed policy, including consultation methods and groups to consult with.</p>	<p>When developing our original Race Equality Scheme, extensive consultation was undertaken (mailing lists available). Since then the scheme has been challenged formally by the Darlington and Durham County Race Equality Council. Currently, consultation work is being driven by Renaissance research whose work is focused on engaging those groups that the Council has found hardest to reach in the past. This includes Black and Minority Ethnic Groups and those from minority faiths. The focus of this work is around equalities action planning.</p> <p>The views of those groups have been reflected in the development of this scheme.</p> <p>There is no end point for consultation on race equality in Darlington. Comments are accepted throughout the life of the scheme, and will be used to modify action plans where appropriate. The Council's Social Inclusion Implementation Group co-ordinates work here.</p>
<p>The questions/tools and evidence that the authority used in developing a prioritised list of functions and policies and that these relate to all three strands of the general statutory duty.</p>	<p>The Council has taken a strategic approach to equalities impact assessments. It decided to undertake an assessment of all 25 of the Council's major service areas in 2004/5. Action plans have been developed as a result of this for each of these areas of service.</p>

Details of how the authority will implement the agreed policy, including perhaps other means of implementation, for example the pilot implementation.	Race Equality Scheme 2 has been agreed by Cabinet. It will be managed by the Inclusion Implementation Group, and delivered by departmental equalities/inclusion groups.
Details of how the authority will monitor, review and evaluate the policy post-implementation.	According to legal requirements, a Race Equality Scheme update is provided annually. Race Equality Scheme 2 will have an eighteen month life. Review is a continuous process through the Inclusion Implementation Group.
Details regarding publishing assessment and consultation results.	For RES 2, these will be published on the Council's website.
When a system exists to ethnically monitor relevant functions/policies adequate arrangements to address these gaps are still set out, with realistic deadlines for remedying these gaps.	Equality Impact Assessments will be ameliorated by a formalisation of a process for assessing the equalities impact of all future changes to Council policy.
Details as to how often the authority will publish the results of their equalities impact assessments, and related consultation and monitoring.	Results of impact assessments on new policies will be available on the Council website during 2005.
Details as to the different publications/communication methods that the authority will employ to disseminate and make available equally accessible results.	Translation of information into any format is available for all RES 2-related information, as the Corporate Equalities Review and Plan clearly states
<p>That these three respective sets of results - impact assessment, consultation and monitoring should include the points partially outlined under paragraph 4.34 of the Statutory Code of Practice on the Duty to Promote Race Equality:</p> <p>4.34 The authority should arrange to include the following points in publishing the results of consultations:</p> <ul style="list-style-type: none"> • why the consultation took place; • how it was carried out; • a summary of the responses or views it produced; • an assessment of the policy options; and • what the public authority is proposing to do. 	These points are covered by the report from Renaissance, describing the process and results of the "Equalities Consultation in Darlington" work. This is included in the Corporate Equalities Review and Plan 2005/6.

<p>The arrangements for meeting this specific duty are reflected in this part of the authority's action plan which includes details of the actions themselves; and how, when, and by whom they will be completed.</p>	<p>Timetabled race equality actions are listed in RES 2.</p>
<p>Details of the monitoring system, for example IT, that the authority uses to monitor their employment practices by ethnicity, and confirmation that such systems include monitoring for all relevant categories outlined in relevant articles of the 2001, 2002 and 2003 orders (e.g. more information on compel).</p>	<p>A number of systems are used to collate and monitor ethnic groups within the workforce.</p> <p>The Council's Human Resources IT System 'Compel' holds employees' ethnicity data, which is used to monitor employment practices. This data is used for quarterly BVPI returns and 6 monthly management information reports and also provides some of the information required for the annual addendum to the Race Equality Scheme. Other information is obtained from excel spreadsheets and paper based systems as outlined below: -</p> <p>Staff in Post – Compel report showing all employees by ethnic group.</p> <p>Applicants for Employment and Promotion – Excel spreadsheet holding applicants' ethnicity details obtained from the equal opportunities in employment monitoring form.</p> <p>Applicants for Training and Staff who Receive Training – Compel report for corporate courses and departmental records for other training courses.</p> <p>Staff who Benefit or Suffer Disadvantage from Performance Appraisal - Compel report showing Performance Development Review (PDR) gradings by ethnic group.</p> <p>Staff involved in Grievance and Discipline Procedures – Departmental HR Managers complete a quarterly return providing the number of cases dealt with by ethnic group.</p> <p>Staff who Resign – Monitoring information obtained from leavers Exit Survey forms.</p>

There should be evidence of quantitative and qualitative data analysis, which are inclusive, as appropriate, of the three strands of the general statutory duty.

There is clear evidence of progress against each of the three strands of the general duty:

Eliminate unlawful discrimination

Race Equality Scheme implementation; racist incident reporting; anti-racism work in schools. Quantitative data analysis is in place relating to the ethnicity of customer for various Council services, for example:

planning applications, education admissions & appeals, building services, economic regeneration, Care First customers, housing benefits and Supporting People, and analysis of the ethnicity of family learners. Corporately, there is monitoring of the ethnicity of those making a complaint, compliment or comment about Council services

Promote equality of opportunity

The Corporate Equalities review and Plan describes commitments and achievements here.

Promote good race relations between people of different racial groups

Various examples of good practice cited in Equalities Impact Assessments, including “Darlo-Sorted or Not” - a video made with young people of different ethnic origins. It examined cultural difference and community cohesion issues in the borough.

Section 8: Summary of Evidence of Progress : Reaching Level 3

What follows is a summary of evidence from each Council department summarising their attainment of level three of the Equality Standard for Local Government. At the time of commencing work on level three in April 2004, the Council had yet to undergo a re-structuring process which created a new Children's Services department. Although Children's Services is now established as a department, the evidence has been presented under the headings of the old departments because much of the work was carried out in this old departmental structure.

The summaries should be read in conjunction with the Equalities Impact Assessments at appendix 1.

Equality Standard for Local Government - BV 2a CHECK LIST

Chief Executive's Office

Department		CE	
Indicator	Check List	Actual Evidence	
3.1.1	Ensure that all departments and service areas set targets based on equality objectives.	Have targets been set for service areas based on specific race, gender and disability equality objectives?	Programme of equality impact assessments led to the development of equality objectives for inclusion in each services' delivery plan. Equalities Impact Assessments due for completion by February 2005. Consultation on Equalities Impact Assessments with groups that the Council has found difficult to engage with in the past will be completed by Renaissance by October 2005. Minutes of Social Inclusion Implementation Group show evaluation of processes.
		Are targets consistent with current equality legislation and Codes of Practice	
		Is there a recognised corporate process to ensure equality objectives are translated into meaningful targets?	
3.1.2	Establish corporate guidelines/prescriptions for information gathering and equality monitoring.	Have guidelines been established for the way in which the authority/departments/service areas will establish equality monitoring?	Systems in place for HR equalities monitoring. Pilot work planned to track equalities performance using <i>PerformancePlus</i> software. Equalities monitoring to be undertaken with external providers as part of normal contract management processes.
		Is there guidance on information management for equality measurement/monitoring?	
3.1.3	Seek agreement on equality targets with partners in local "partnerships".	In its community role has the authority informed local partnerships about the CEP?	Corporate Equality Plan discussed with LSP. Equality objectives planned for LSP. Delivery to be partially funded by "Putting the Quality into Equality", GONE-funded equalities development project with Darlington BC, Darlington Partnership and North Tyneside MBC. Also involves collaboration with Wansbeck DC and five other Northumberland Councils. Consultant to be commissioned by April 2005. Work started August 2005.
3.1.4	Establish mechanisms for ensuring that equality targets are met by contractors through contract management.	Do all contracts contain a compliance clause on equality practice?	Standard clause has been developed in consultation with Procurement Advisor. Corporate monitoring mechanism underdeveloped – currently on an ad hoc basis due to a lack of corporate capacity (but there are standard contract monitoring arrangements within departments). Need to formalise a "light touch" approach to equalities monitoring, based around members of the Strategic Social Inclusion and Inclusion Implementation Groups. NGDP graduate trainee will undertake programme of spot-checking.
		Do contracts meet the equality targets set by the service area?	
		Have mechanisms been established for contract monitoring?	
3.1.5	Ensure completion of equality action plans at department and service level incorporating performance indicators.	Has equality action planning been completed for all departments and service areas?	Corporate equalities PI monitoring mechanisms already in place - based around <i>PerformancePlus</i> software. Micro-performance indicators, relating to individual department's action planning now developed within either service plans or draft service plans. Performance monitoring was tested in consultation with NUBs equalities benchmarking group by April 2005.

		Have locally set targets been translated into performance indicators?	
		Have performance Indicators been established through a robust process of peer review?	
3.1.6	Adopt where appropriate national targets/performance indicators as prescribed by Government departments or by the Audit Commission.		National targets/ AC recommendations adhered to through corporate Best Value Performance Plan, "Leading Edge".
3.1.7	Implement systems for reviewing progress and revising the Corporate Equalities Plan and departmental action plans.		Implementation linked to <i>PerformancePlus</i> equalities performance management processes. New CER and P published by October 2005, explaining approach to equalities performance management.
3.1.8	Members and senior officers to endorse action plans as appropriate.		CER and P to be endorsed by Strategic Social Inclusion Group then Council/ Cabinet by 1st November 2005.
3.1.9	Link action planning to Best Value process.	Has equality action planning been linked to Best Value process and BVPIs?	Action planning linked to Best Value planning processes through corporate Best Value Performance Plan, using <i>PerformancePlus</i> performance management software.
		Have national targets for race, gender and disability equality or Best Value Equality Performance Indicators for racial equality been adopted?	
3.1.10	Ensure that action on achieving targets has started.	Has a clear programme of action been set to meet targets?	Delivery of priority actions started in April 2005. As a result of the EIA in CEO an action was planned to improve intellectual access to our documentation via the provision of an executive summary of "Leading Edge: the Best Value Performance Plan". This was delivered on schedule by August 2005. Every department is able to demonstrate an action that has arisen as a result of the EIA process that has led to delivery by October 2005. This signals our commitment to delivering our equalities objectives.
		Is there a timetable for meeting targets?	
3.2.1.	Make public all service level and employment objectives and targets that are available for consultation and scrutiny.		All employment objectives published in the Best Value Performance Plan and supported by a Positive Action Plan published in the Corporate Equalities Review and Plan. Details for service level agreements are available in the normal tendering processes or upon request (links to corporate work on freedom of Information legislation compliance).
3.2.2	Make provision of language services appropriate to designated consultation and scrutiny groups.	Are there appropriate language, translation and interpretation facilities in place for consultation?	Corporate guidelines for translation re consultation to be developed by Inclusion Implementation Group. Translation and interpretation requirements built into recent "Equalities Consultation in Darlington" project. Corporate use of Language Line service. Information for All DVD contains information in six languages (including BSL) on accessing a broad range of public services in Darlington. Public meetings are held in accessible venues.
		Are buildings and facilities to be used in consultation and scrutiny processes accessible to all potential users?	

3.2.3	Completion of a full and systematic consultation process with designated community, staff and stakeholder groups.	Have representative groups of service users been fully consulted on action plans including the development of Best Value initiatives?	<p>Consultation through Social Inclusion Strategy development process undertaken in August 2004. Translation of documentation into community languages and onto audio tape was requested and undertaken. Social Inclusion Strategy contains equalities objectives as well as broader community cohesion/social inclusion objectives. The argument for linking these agendas in order to make them mutually reinforcing is set out in Darlington BC's case for the achievement of level 2 of the Equality Standard.</p> <p>"Equalities Consultation in Darlington" project tested findings of EIAs in October 2005.</p> <p>Trade union representatives work on the Council's Social Inclusion Implementation Group.</p>
		Have equality targets been set by agreement within the organisation and in consultation with trade unions and other designated consultation and scrutiny groups?	
		Has a report of the main outcomes of consultation been made publicly available?	
3.2.4	Consult on involving designated community, staff and stakeholder groups with scrutiny procedures.	Has consultation about involving all appropriate groups with scrutiny procedures taken place?	<p>Inclusion Implementation Group considered this by April 2005. Mechanisms used include the Health Improvement and Social Inclusion themed group of Darlington Partnership. They are responsible for scrutinising the delivery of "All Together Now: A Social Inclusion Strategy for Darlington".</p> <p>Renaissance consultants have facilitated the scrutiny of EIA results with communities that the Council has had difficulty engaging in the past. Their report recommends the ways in which these communities would prefer to be engaged in the future.</p>

3.2.5	Consultation on equality to be linked with the continuing development of the 'Community Strategy'.	Has the Corporate Equality Plan been fully integrated into the 'Community Strategy'?	Strong links made via the Social Inclusion Strategy, which delivers Darlington Partnership's work around "Promoting Inclusive Communities". Social Inclusion budget growth bid submitted in November 2004 and subsequently approved. This has funded the delivery of improved consultation with groups that the Council has historically found "hard to reach". Policy Advisor (Social Inclusion) is lead officer for "Promoting Inclusive Communities theme of the Community Strategy. Brand new inter-faith and inter-denominational consultation happened in September 2005.
		Has a corporate approach to consultation been established that links consultation on equality with the development of the Community Strategy?	
3.2.6	Publicise how, where and when action targets will start.	Have action plans with explicit objectives and targets been circulated to designated community, staff and stakeholder groups?	Equalities impact assessment results shared with appropriate local groups. Their views invited through formal consultation process, programmed for June 2005. Action plans appear in corporate service planning documents, which undergo separate consultation.
3.3.1	Complete service element of the CEP and ensure consistency with Race Equality Scheme.	Has the service section of the CEP been completed?	CER and P to be published by October 2005. It will contain Race Equality Scheme 2. Inclusion Implementation Group has worked to ensure the complementarity of these documents.
		Is the service section consistent with the authority's Race Equality Scheme?	
3.3.2	Equality objectives and targets developed within each department/service area.	Have race, gender and disability targets been set within each department and service?	Completion of equality impact assessment process has yielded comprehensive action planning. Plans will be consulted on by October 2005. EIAs focused on: race (including culture and nationality), religion or belief, gender (including transvestitism, transgender and transexuality), sexuality (including homosexuality and bisexuality), impairment (including physical and/or mental impairments), age, geographical location, and any other equality issue (eg people with dependents/caring responsibilities or people with a criminal record.)
		Do the objectives and targets specifically address the importance of barriers, accessibility and reasonable adjustment in the provision of services?	
		Has each department completed/contributed to the equality impact and needs/ requirements assessment?	
		Has an equality impact and needs/requirements assessment report been produced for each department/service area?	
		Have the equality objectives and targets been thoroughly informed by the equality impact and needs/requirements assessment?	

3.3.3	Service plans to specifically address the importance of barriers, accessibility and reasonable adjustment in the provision of services.	Have issues of barriers, accessibility and reasonable adjustment in the provision of services been addressed?	Completion of comprehensive equality impact assessment process has yielded detailed action plans covering specific types of barrier: economic, social, environmental, physical, intellectual, cultural, linguistic, technological or other barriers.
3.3.4	Allocation of appropriate resources to achieve targets.	Have resources been allocated by each department for equality target implementation?	Completion of equality impact assessment process yielded comprehensive action planning. These have been translated (or in some cases are in the process of being translated) into costed service plans. Other departmental actions are highlighted where appropriate in the "fully costed" Social Inclusion Strategy.
		Have specific staff been allocated responsibility for implementation and monitoring?	
3.3.5	Establish structures of responsibility at departmental and service level to progress action plans.		Inclusion Implementation Group to oversee this process and links to departmental working groups. IIG reports to the Strategic Social Inclusion Group.
3.3.6	Set timetable within action plans for creating/adapting information and monitoring systems within services areas.		Inclusion Implementation Group oversees this process. Minutes of meetings record discussions.
3.3.7	For agencies delivering services on behalf of the local authority, include within contracts a requirement to deliver an effective and appropriate service, fairly and without unlawful discrimination	Do contracts with agencies delivering services on behalf of the local authority include a requirement to deliver an effective and appropriate service to all groups irrespective of race, gender or disability?	Service level agreements and contracts contain equalities statements. New Code of Practice for Equalities in Procurement assists managers in the completion of this objective.
3.3.8	Establish monitoring of contracts to secure equal employment and equal service delivery targets.	Are there effective monitoring systems to ensure that equal employment and equal service delivery targets are met?	Details of equality monitoring system discussed at Inclusion Implementation group. Individual departmental representatives agreed to be the contact for equalities monitoring of their own department's contracts. Corporate monitoring will be in the form of random spot-checks. Process commenced in September 2005.
3.3.9	Start action on departmental and service area targets.		Action starts by April 2005. Every department can provide an example of how an action has been planned as a result of the Equalities Impact Assessment process and how it is has then be delivered by October 2005.
3.4.1	Complete employment section of the CEP and ensure consistency with the Race Equality Scheme.	Has the employment section of the CEP been completed	See Corporate.
		Is the employment section consistent with the authority's Race Equality Scheme?	
3.4.2	Set employment equality targets for recruitment, staff retention, workforce profiles.	Have employment objectives targets been set detailing quality targets for recruitment, staff training, development and staff retention?	See Corporate.
		Have targets been informed by the Local Labour Market Assessment and workforce profile assessment?	
		Where appropriate, are you giving special encouragement to, and providing specific training, as permitted by the Positive Action provisions of the equality legislation?	

3.4.3	Conduct an equal pay review and plan for equal pay adjustment.	Has an equal pay review been conducted?	See Corporate.
		Are there any plans to correct any pay inequality identified by the review?	
		Are there equality guidelines on pay e.g. on starting pay and pay on promotion?	
		Are there written recruitment and promotion procedures, which specifically address the importance of barriers, accessibility and reasonable adjustment in recruitment retention and promotion?	
3.4.4	Ensure that staff and members are aware of action plans and the implications for services and employment.		See Corporate.
3.4.5	Provide training for managers on the implementation of the standard with contractors and partners.	Has training been provided for all service managers on the detailed implementation of equality action objectives and associated targets (including updates on legal and other developments) in relation to contracts/partnerships?	<p>Equal Pay action in force by June 2005. Modification to corporate training programme may be required. Informal training session with Inclusion Implementation Group members in October 2005.</p> <p>A commitment to provide training events for Council managers involved in procurement is made in the Corporate Equalities Review and Plan. This will help managers to understand how they can assist suppliers in improving their equalities compliance.</p>
		Are Job Centres, Careers Advisers and Employment Agencies aware of your policy?	
3.4.6	Training for all staff involved in recruitment on the Equality Standard, setting service objectives, action planning, and monitoring, consistent with the training arrangements set out in the Race Equality Scheme.	Has a system of guidance and training on equality issues been established for short-listing panels and all interviewers?	See Corporate.
		Is there a training programme, which ensures that at every level all employees receive comparable training?	
		Are all staff involved in recruitment aware of the equality action plan and its implications for employment practice?	
		Is training consistent with the arrangements set out in the Authority's Race Equality Scheme?	

3.4.7	Provide training for all staff on the detailed implementation of the Equality Standard including action plans and updates on legal and other developments.	Do disciplinary procedures specifically state that they must be applied fairly to all employees irrespective of race, gender and/or disability?	See Corporate.
		Are breaches of the equality and harassment policies dealt with under the disciplinary procedures?	
3.4.8	Build equality objectives and targets into management appraisal mechanisms.	Has the achievement of equality objectives been incorporated into the appraisal systems for managers	See Corporate.
3.4.9	Provide information and appropriate training on action plans to support scrutiny process.	Are cabinet members and scrutiny committees aware of action plans and targets for employment and pay equality?	See Corporate.
		Has information and appropriate training on race equality action plan to support scrutiny process been provided?	
3.4.10	Establish a system of guidance and training on relevant equality issues to short-listing panels and interviewers.	Are there equality guidelines for short-listing and interviewing?	See Corporate.
		Has a system of training for all members of short-listing and interviewing panels been established?	
3.4.11	Start action on all employment and pay targets.		See Corporate.

Equality Standard for Local Government - BV 2a CHECK LIST

Corporate

	Indicator	Check List	Actual Evidence
3.1.1	Ensure that all departments and service areas set targets based on equality objectives.	Have targets been set for service areas based on specific race, gender and disability equality objectives?	<p>Targets set in respect of Corporate Health BVPIs relating to equality and diversity and their associated PIs are tested by PwC, our external auditors. They are consistent with current equality legislation and Codes of Practice. Service Plans contain these BVPIs with targets set for each department by the Corporate Management Team (CMT) to ensure a consistent approach across the Council. Performance is monitored in accordance with the Performance Management Framework (PMF) via the <i>PerformancePlus</i> (P+) software- Service Plan posters (placed on the walls of each office) convey these targets. All four services: Finance, HRM, ICT and Legal Services have undergone Equality Impact Assessments with actions being phased in.</p> <p>Actions under the Race Equality Scheme have been implemented in accordance with the annual programme.</p>
		Are targets consistent with current equality legislation and Codes of Practice	
		Is there a recognised corporate process to ensure equality objectives and translated into meaningful targets?	
3.1.2	Establish corporate guidelines/prescriptions for information gathering and equality monitoring.	Have guidelines been established for the way in which the authority/departments/service areas will establish equality monitoring?	<p>The Council has a Corporate Planning Network and Corporate Equality and Corporate Performance Management groups to ensure monitoring of equality targets in Service Plans is rigorous.</p> <p>Reports to Scrutiny and Cabinet detailing performance are taken throughout the year. The <i>PerformancePlus</i> software can identify 'at a glance' if there is any dip in performance.</p> <p>Information is drawn into <i>PerformancePlus</i> from Compel - the Council's HRM Management System.</p> <p>All appropriate staff are trained in the use of these systems.</p>
		Is there guidance on information management for equality measurement/monitoring?	
3.1.3	Seek agreement on equality targets with partners in local "partnerships".	In its community role has the authority informed local partnerships about the CEP?	<p>The Corporate Equalities Review and Plan 2003/4 was developed in partnership with the Local Strategic Partnership and ratified by Cabinet in March 2004.</p> <p>Section seven contains details of performance towards achieving Level 2 of the Equality Standard and other Corporate Health BVPIs relating to equality and diversity.</p> <p>One of the roles of the Strategic Inclusion Group is to consult with partners on targets set annually in respect of Corporate Health BVPIs relating to equality and diversity.</p> <p>Social Inclusion is considered to be one of the three most important themes of the Community Strategy (together with Education and Economic Regeneration). The LSP use <i>PerformancePlus</i> to monitor equality and other performance measures. GONE – funded equalities development project with DBC, Darlington Partnership and North Tyneside. Also involves collaboration with Wansbeck DC and 5 other Northumberland Councils.</p>

3.1.4	Establish mechanisms for ensuring that equality targets are met by contractors through contract management.	Do all contracts contain a compliance clause on equality practice?	The Council's standard contract contains a compliance clause on equality practice. The Procurement Strategy sets out the Council's approach to equality and its relationship to procurement. Policies derived from this in departments ensure a consistent approach to equality in the procurement processes and contractor evaluation. It is standard practice for all contracts to be monitored.
		Do contracts meet the equality targets set by the service area?	
		Have mechanisms been established for contract monitoring?	
3.1.5	Ensure completion of equality action plans at department and service level incorporating performance indicators.	Has equality action planning been completed for all departments and service areas?	All Departmental and Service Plans contain targets in respect of the Corporate Health BVPIs relating to equality and diversity. Performance is monitored under the Council's Performance Management Framework(PMF) using the P+ software. Reports to Scrutiny and Cabinet detailing performance are taken throughout the year. Targets are set by CMT after consultation with partners (by the Strategic Inclusion Group). To compliment this at service level HRM have a Positive Action Strategy to increase recruitment and retention of people from Black and Minority Ethnic communities and those with a disability. Action Plans are being phased in following completion of the Equality Impact Assessments.
		Have locally set targets been translated into performance indicators?	
		Have performance Indicators been established through a robust process of peer review?	
3.1.6	Adopt where appropriate national targets/performance indicators as prescribed by Government departments or by the Audit Commission.		As outlined above the Council (via CMT) set targets for all Corporate Health BVPIs relating to equality and diversity and these are to be found in departmental and service plans. The Council also set targets and monitors performance in respect of the Quality of Life Indicators. There is a rationale behind each target set. Monitoring is, as described earlier, undertaken in accordance with the PMF with regular reporting to Cabinet and Scrutiny.
3.1.7	Implement systems for reviewing progress and revising the CEP and departmental action plans.		The Council's Corporate Equalities Review and Plan developed with the Local Strategic Partnership was ratified by Cabinet in March 2004. Departmental Action Plans were contained in this document. Departmental components are reviewed annually.
3.1.8	Members and senior officers to endorse action plans as appropriate.		The Council's first Corporate Equalities Review and Plan developed with the Local Strategic Partnership was ratified by Cabinet in March 2004. CEP is approved by Cabinet. Cabinet approve the BVPP that contains our approach to the equalities agenda and sets out the Equalities PIs. These are monitored via P+.
3.1.9	Link action planning to Best Value process.	Has equality action planning been linked to Best Value process and BVPIs?	Action Plans are in place to improve Corporate Health BVPIs relating to equality and diversity and are linked to the Best Value Planning Process through the BVPP. Our performance is compared with all other LAs in relation to these BVPIs. The Council also set targets and monitors performance in respect of the Quality of Life Indicators. The Council's Best Value templates have discrete sections devoted to linking objectives to the Community Strategy and the Corporate Plan, targets (with associated PIs) are set to measure performance. Performance monitored under PMF and the Inclusion Implementation Group. Day to day monitoring using P+. Reports to Cabinet and Scrutiny are taken throughout the year.

		Have national targets for race, gender and disability equality or Best Value Equality Performance Indicators for racial equality been adopted?	
3.1.10	Ensure that action on achieving targets has started.	Has a clear programme of action been set to meet targets?	PMF timetable details the monitoring, reporting and data collection mechanisms. Departmental and Service Plans (containing equality targets) are signed off by the Cabinet portfolio member. Reports to Cabinet and Scrutiny are taken throughout the year. First quarter out-turn shows that for BVPIs 11b (top 5% of women from a BME background) and 17a (% of employees from a BME background) performance is within target tolerance (evidence Performance Plus Performance Management Software).
		Is there a timetable for meeting targets?	
3.2.1.	Make public all service level and employment objectives and targets that are available for consultation and scrutiny.		These are communicated publicly via the Corporate Plan and Best Value Performance Plan. The LSP now monitor performance in respect of the Community Strategy via P+ - All departmental and service objectives are linked to the Community Strategy and Corporate Plan. This ensures the equality agenda is owned by the Council and its partners.
3.2.2	Make provision of language services appropriate to designated consultation and scrutiny groups.	Are there appropriate language, translation and interpretation facilities in place for consultation?	Council's website lists the links to language translation and interpretation facilities. Social Services have bespoke facilities that other departments 'tap into' when needed. Details of Language Line are displayed at all Council reception outlets. Documents such as Sundry Debtor bills/reminder notices show links to Language Line. Inclusion Implementation Group to provide corporate guidelines for translation as a result of the EIA process.
		Are buildings and facilities to be used in consultation and scrutiny processes accessible to all potential users?	
3.2.3	Completion of a full and systematic consultation process with designated community, staff and stakeholder groups.	Have representative groups of service users been fully consulted on action plans including the development of Best Value initiatives?	Wide consultation takes place in the annual production of the Corporate Plan and Best Value Performance Plan. The LSP and the Council undertook wide consultation before producing the Community Strategy – Social Inclusion is a priority outcome. A distribution list is available for the Corporate Plan and Best Value Performance Plan. Targets in respect of Corporate Health BVPIs relating to equality and diversity are set by CMT after consultation has taken place via the Strategic Inclusion Group. Consultation took place through the Social Inclusion Strategy development process in August 2004. Social Inclusion Strategy contains equalities objectives as well as broader community cohesion/social inclusion objectives.
		Have equality targets been set by agreement within the organisation and in consultation with trade unions and other designated consultation and scrutiny groups?	
		Has a report of the main outcomes of consultation been made publicly available?	
3.2.4	Consult on involving designated community, staff and stakeholder groups with scrutiny procedures.	Has consultation about involving all appropriate groups with scrutiny procedures taken place?	Equality Impact Assessments have been forwarded to staff and stakeholder groups who will undertake a scrutiny of each. Feedback will be translated into additional action plans.
3.2.5	Consultation on equality to be linked with the continuing development of the 'Community Strategy'.	Has the Corporate Equality Plan been fully integrated into the 'Community Strategy'?	There are three priority outcomes identified within the Community Strategy, one of these being Social Inclusion. The Policy Advisor (Social Inclusion) was heavily involved in the development of the Community Strategy Action Plan and the Corporate Equalities Review and Plan (CER & P). Senior Managers Workshop in May 2003 (100 officers) devoted to Social Inclusion as was the Darlington Assembly to shape a partnership approach to equality and inclusion matters. Strong links made via the Social Inclusion Strategy which delivers Darlington Partnership's work around 'Promoting Inclusive Communities'. Social Inclusion budget growth bid submitted – to be used to deliver improved communication with "hard to reach" groups.
		Has a corporate approach to consultation been established that links consultation on equality with the development of the Community Strategy?	

3.2.6	Publicise how, where and when action targets will start.	Have action plans with explicit objectives and targets been circulated to designated community, staff and stakeholder groups?	A whole section of the Corporate Equalities Review and Plan is dedicated to incorporating the Race Equality Scheme. With the linkages between the Community Strategy and the Corporate Plan & BVPP being highly visible, performance in relation to equality targets is regularly available to stakeholder groups. Equalities Impact Assessments have been shared with appropriate local groups to undertake scrutiny of them. Actions arising to be translated into new Action Plans.
3.3.1	Complete service element of the CEP and ensure consistency with Race Equality Scheme.	Has the service section of the CEP been completed?	As stated above a whole section of the Corporate Equalities Review and Plan is dedicated to incorporating the Race Equality Scheme. The Self Assessment and subsequent action plan contained in the Corporate Equalities Review and Plan identifies the key 'equality' actions and the person (s) responsible for carrying them out. Service delivery and customer care has been embedded into the Corporate Equalities Review and Plan including Corporate Services actions for each year.
		Is the service section consistent with the authority's Race Equality Scheme?	
3.3.2	Equality objectives and targets developed within each department/service area.	Have race, gender and disability targets been set within each department and service?	Targets set in respect of Corporate Health BVPIs relating to equality and diversity these and their associated PIs are tested by PwC our external auditors. They are consistent with current equality legislation and Codes of Practice. Service Plans contain these BVPIs with targets set for each department by the Corporate Management Team (CMT) to ensure a consistent approach across the Council. Performance is monitored in accordance with the Performance Management Framework (PMF) via the Performance Plus (P+) software. Service Plan posters (placed on the walls of each office) convey these targets. To complement and enrich this the Council has in place an Equalities Group Structure consisting of the Strategic Inclusion Group that sets the corporate inclusion agenda; the Inclusion Implementation Group that ensures this agenda is delivered and Departmental Implementation Teams to support departmental delivery of the equalities and inclusion agendas. Equality Impact Assessments have strengthened this by producing further actions that are being phased in.
		Do the objectives and targets specifically address the importance of barriers, accessibility and reasonable adjustment in the provision of services?	
		Has each department completed/contributed to the equality impact and needs/ requirements assessment?	
		Has an equality impact and needs/requirements assessment report been produced for each department/service area?	
		Have the equality objectives and targets been thoroughly informed by the equality impact and needs/requirements assessment?	
3.3.3	Service plans to specifically address the importance of barriers, accessibility and reasonable adjustment in the provision of services.	Have issues of barriers, accessibility and reasonable adjustment in the provision of services been addressed?	All departmental and service plan objectives are linked to the Community Strategy and the Corporate Plan objectives. Targets with outcomes to bring down barriers and shape service accessibility are contained in these plans. Pilot equality impact assessments have been completed in Local Taxation, Housing Benefits and Housing Services. All Council services will undertake equality impact assessments in 2004/5 & 2005/06. Actions arising from barriers, accessibility and reasonable adjustments in the course of these assessments are being phased in. Where applicable they will be incorporated into the 2006/07 Service Plans.

3.3.4	Allocation of appropriate resources to achieve targets.	Have resources been allocated by each department for equality target implementation?	Dedicated officers have been appointed to sit on the Strategic Inclusion, Inclusion Implementation and Departmental Implementation teams. Job descriptions formalise these roles and those of officers sitting on the Corporate Planning Network and participating in the Performance Management Framework. At a lower level, departmental equalities groups have been established for many years. Improvement in performance suggests that the resource allocation is satisfactory.
		Have specific staff been allocated responsibility for implementation and monitoring?	
3.3.5	Establish structures of responsibility at departmental and service level to progress action plans.		The Equalities Group Structure consisting of the Strategic Inclusion Group that sets the corporate inclusion agenda, the Inclusion Implementation Group that ensures this agenda is delivered and Departmental Implementation Teams to support departmental delivery of the equalities and inclusion agendas ensures that equality and diversity is mainstreamed. The Inclusion Implementation Group will oversee the whole process. With equality and diversity embedded into the Service Planning and Performance Management frameworks with all objectives linked to the Corporate Plan and Community Strategy we are uniquely placed to progress action plans.
3.3.6	Set timetable within action plans for creating/adapting information and monitoring systems within services areas.		The group structure outlined above ensures that procedures are monitored; regular meetings ensure this remains in focus. Actions to be completed under the Race Equality Scheme for example are monitored by the Inclusion Implementation Group. As discussed above the Inclusion Implementation Group will oversee the whole process. Monitoring of performance against targets comes under the PMF framework as discussed earlier. Six monthly report to CMT on progress of equality monitoring (BVPIs and local performance indicators such as number of grievances, bullying and harassment cases, disciplinary cases which are categorised by ethnic origin, age etc.). Update report to CMT regarding the updating of the Race Equality Scheme (Corporate Services / HRM element).
3.3.7	For agencies delivering services on behalf of the local authority, include within contracts a requirement to deliver an effective and appropriate service, fairly and without unlawful discrimination.	Do contracts with agencies delivering services on behalf of the local authority include a requirement to deliver an effective and appropriate service to all groups irrespective of race, gender or disability?	The Council's standard contract contains a compliance clause on equality practice. In addition SLAs contain certain equalities statements. The Procurement Strategy sets out the Council's approach to equality and its relationship to procurement. Policies derived from this in departments ensure a consistent approach to equality in the procurement processes and contractor evaluation.
3.3.8	Establish monitoring of contracts to secure equal employment and equal service delivery targets.	Are there effective monitoring systems to ensure that equal employment and equal service delivery targets are met?	Effective monitoring procedures are in place for both employment and service delivery aspects of contracts.
3.3.9	Start action on departmental and service area targets.		Department and service area performance against targets are monitored via P+. Quarterly results are placed on the Intranet, reported to SMT and Scrutiny. Half yearly reports are taken to Cabinet. As a result of Equality Impact Assessments carried out in March 2005, each service area identified gaps that needed to be rectified. Training has been addressed in established services, however, the main area of concentration is in the Contact and Customer Service Centres that are to be launched shortly.
3.4.1	Complete employment section of the CEP and ensure consistency with the Race Equality Scheme.	Has the employment section of the CEP been completed?	The Race Equality Scheme has been incorporated into the Corporate Equalities Review and Plan. Employment and training has been embedded into the Corporate Equalities Review and Plan.
		Is the employment section consistent with the authority's Race Equality Scheme?	

3.4.2	Set employment equality targets for recruitment, staff retention, workforce profiles.	Have employment objectives targets been set detailing quality targets for recruitment, staff training, development and staff retention?	<p>Corporate Health BVPIs relating to equality and diversity are embedded in recruitment; staff training; workforce profiles, development and retention procedures e.g.·</p> <ul style="list-style-type: none"> • BVPI 11a - % of top % of earners that are women • BVPI 11b - % of top5 % of earners that are from BME Communities • BVPI11c - % of top 5% of earners with a disability • BVPI16a/b - % of employees declaring that they meet requirements of DDA 1995 compared with % of economically active disabled people in authority area • BVPI17a/b - % of LA employees from minority ethnic communities compared with % of minority ethnic community population in LA • 5 year targets have been agreed by Council, with rest of BVPIs • Targets have been informed by LLMA, workforce profile assessment and information from the 2001 census • Council has Parental Leave Scheme, Adoption Leave Scheme, Scheme for allowing parents with children under age of 6 the right to request flexible working, Maternity leave scheme, childcare facilities at Kids & Co and operate Childcare voucher scheme from 1 Aug 2005 • Do not have formal career break scheme, although have granted applications in past based on circumstances of each case • Copies of all policies and procedures available on the Council's Intranet <p>Don't have specific training scheme in terms of positive action, but offer work placements/tasters on request. Also provide specifically for people with learning Disabilities via 'Advance Employment' and have regular keep in touch meetings, also placements for clients from 'Action for the Blind' and 'keep in touch' meetings. Provide work placements/tasters on request for 'Looked After Children'. Also participated in recruitment fairs aimed at Sikh Community, younger people (Connexions) and older people (GOLD). Due to attend jobs fair aimed at people from BME communities in November 2005. Copies of all policies and procedures are available on the Council's Intranet and public folders.</p>
		Have targets been informed by the LLMA and workforce profile assessment?	
		Where appropriate, are you giving special encouragement to, and providing specific training, as permitted by the Positive Action provisions of the equality legislation?	

3.4.3	Conduct an equal pay review and plan for equal pay adjustment.	Has an equal pay review been conducted?	<p>The Council is currently implementing the National Joint Council's Job Evaluation and Single Status Agreement, which addresses the principle of 'equal pay for equal value'. The project is now in its final stages with detailed negotiations underway on pay modelling and changes to some terms and conditions. An Equal Pay Audit will be undertaken as part of the development of the new salary structure and pay model. Recruitment and Selection issues will be considered as part of the implementation programme. The Council has recently made an Equal Pay settlement offer to a number of staff. The offer was in two parts with a first payment being made in June 2004 and a second payment being made in July 2005. New employees are currently normally brought in on the minimum of the pay scale for grade to which appointed. Principles of equality in terms of pay and grading recorded in national agreements on pay and conditions of service. Have copies of procedures that specifically address importance of barriers, accessibility and reasonable adjustment in recruitment, retention and promotion Recruitment and selection training covers above – information on legislation plus equality standard - copy of training slides available. All policies in Employee Information Folder and on Intranet. Evidence available – CMT reports re the progress of Job Evaluation, Recruitment and Selection Procedures and Guidance, Job Evaluation Group minutes etc.</p>
		Are there any plans to correct any pay inequality identified by the review?	
		Are there equality guidelines on pay e.g on starting pay and pay on promotion?	
		Are there written recruitment and promotion procedures, which specifically address the importance of barriers, accessibility and reasonable adjustment in recruitment retention and promotion?	
3.4.4	Ensure that staff and members are aware of action plans and the implications for services and employment.		<p>Implementation of the Single Status and Job Evaluation agreement will include a detailed communications programme to all employees affected. Briefing sessions have already been undertaken as part of the overall programme of job evaluation. A regular newsletter is distributed giving an overview and information on what is happening and there is a dedicated intranet site. Further awareness sessions, road shows, newsletters will be distributed in the lead up to implementation.</p> <ul style="list-style-type: none"> • Employees covered by the Equal Pay settlement were written to individually, a helpline was set up and open days were held to explain the agreement and deal with queries. This was done in conjunction with the trade unions and ACAS. • Meeting with CMT on pay modelling on 13 Sept 05. Cabinet members kept informed on job evaluation/pay modelling as part of budget discussions • 5 year targets for BVPIs relating to equality agreed with members as part of Best Value Planning Process. Performance reported quarterly to CMT and every six months to Cabinet. CER&P to go via CMT, JCC and Cabinet • Service Plans contain these BVPIs and Service Plan posters (placed on the walls of each office) convey these targets, as does BVPP (which is on Intranet) • The Corporate Services monthly newsletter CS Gas features an article on Equality and Diversity in every edition.

3.4.5	Provide training for managers on the implementation of the standard with contractors and partners.	Has training been provided for all service managers on the detailed implementation of equality action objectives and associated targets (including updates on legal and other developments) in relation to contracts/partnerships?	All front line managers and their staff are expected to undertake equality and diversity training. This has been extended to support service managers. Equalities Policy Review group established to review the Council's Equality Policies including – Equal Opportunities, Racial Incidents, Bullying and Harassment Policy and Race Equality Policy. Group made up of HR, trade Unions and REC representatives. When tenders are distributed detail of companies equal opportunities policy are required.
		Are Job Centres, Careers Advisers and Employment Agencies aware of your policy?	
3.4.6	Training for all staff involved in recruitment on the Equality Standard, setting service objectives, action planning, and monitoring, consistent with the training arrangements set out in the Race Equality Scheme.	Has a system of guidance and training on equality issues been established for short-listing panels and all interviewers?	A system of guidance and training on equality issues (including Equality Standard for Local Government, Race Relations Amendment Act and CER&P) has been established for short-listing panels and all interviewers, for all levels of staff. This is covered in the Council's formal R&S course (and would be covered in individual briefings/self-directed learning for those to be involved in panels who are on waiting list for course). A person cannot take part an interview panel unless they have undertaken either formal training, individual briefing or self-directed learning. R&S training for Councillors provided when required (e.g. recent CE R&S exercise). Equality Action Plans contained in the Corporate Equalities Review and Plan can be found on the Council's Intranet. Evidence documenting cross checking/embedding of RES training elements within CER&P is available. Evidence available – Recruitment and Selection Policy and Procedure. Available on the Intranet/Public Folders. Feedback sheets training sessions.
		Is there a training programme, which ensures that at every level all employees receive comparable training?	
		Are all staff involved in recruitment aware of the equality action plan and its implications for employment practice?	
		Is training consistent with the arrangements set out in the Authority's Race Equality Scheme?	
3.4.7	Provide training for all staff on the detailed implementation of the Equality Standard including action plans and updates on legal and other developments.	Do disciplinary procedures specifically state that they must be applied fairly to all employees irrespective of race, gender and/or disability?	See 3.4.4 , 3.4.5 and 3.4.6. The Council's disciplinary procedures states that they must be applied fairly and consistently and cross refers to Equality Policy which states that DBC will ensure that all policies and procedures re employment and training will be applied fairly to all employees, irrespective of race, gender and/or disability, or indeed any of the areas listed in policy. Breaches of the equality and harassment policies are dealt with under the disciplinary procedures. Monitoring disciplinary, grievance and Anti- Harassment and Bullying Policies by gender, ethnic group and disability. Copy of policies available – Disciplinary Policy and Guidance & Anti Harassment and Bullying
		Are breaches of the equality and harassment policies dealt with under the disciplinary procedures?	
3.4.8	Build equality objectives and targets into management appraisal mechanisms.	Has the achievement of equality objectives been incorporated into the appraisal systems for managers	The achievement of equality objectives has been incorporated into the appraisal system [Performance Development Review (PDR)] for managers. PDR documentation is evidence to support this. Copy of the handbook are available on Intranet. Anonymous examples of appraisal reports showing equality objectives available.

3.4.9	Provide information and appropriate training on action plans to support scrutiny process.	Are cabinet members and scrutiny committees aware of action plans and targets for employment and pay equality?	Cabinet members and scrutiny committees aware of 5-year targets for BVPs dealing with equality – agree them as part of BVP process. Progress against targets reported on 6 – monthly basis. Cabinet members kept informed on job evaluation/pay modelling as part of budget discussions. Member training on equality issues in Dec 04 – details available. Papers on Race Relations Amendment Act/original RES sent to members. All updates of RES/action plans now go in CER&P – which goes through Cabinet.
		Has information and appropriate training on race equality action plan to support scrutiny process been provided?	
3.4.10	Establish a system of guidance and training on relevant equality issues to short-listing panels and interviewers.	Are there equality guidelines for short-listing and interviewing?	See section 3.4.6 <ul style="list-style-type: none"> • Recruitment and Selection course covers training on relevant equality issues for managers involved in shortlisting and interviewing • Training for members on equality issues when required (details available – briefings provided in March/April 2004) • Recruitment and Selection Policy and Training Pack available as evidence • Advertising deadlines and procedures for Recruitment and Selection are available on the Intranet for all Managers.
		Has a system of training for all members of short-listing and interviewing panels been established?	
3.4.11	Start action on all employment and pay targets.		BVPs Q1 and Q2. Positive Action Strategy. CER&P. See 3.4.3 and 3.4.4 re equal pay.

Equality Standard for Local Government - BV 2a CHECK LIST

Community Services

	Indicator	Check List	Actual Evidence
3.1.1	Ensure that all departments and service areas set targets based on equality objectives.	Have targets been set for service areas based on specific race, gender and disability equality objectives?	<p>An Equality Impact Assessments event was held in December 04. The assessments are now complete. The results have shaped the Service Plans in Community Services and the Service Plans now include specific actions relating to social inclusion, set against timescales and any budget implications. Community Services have a number of actions contained within Darlington Borough Council's Race Equality Scheme. Progress has been made on many of these actions and any remaining incomplete actions have been included in the Service Plans for 2005/06.</p> <p>The authority follows the CRE's code of practice in rented housing and plans to continue this in the future.</p>
		Are targets consistent with current equality legislation and Codes of Practice?	
		Is there a recognised corporate process to ensure equality objectives and translated into meaningful targets?	
3.1.2	Establish corporate guidelines/prescriptions for information gathering and equality monitoring.	Have guidelines been established for the way in which the authority/departments/service areas will establish equality monitoring?	See CEO.
		Is there guidance on information management for equality measurement/monitoring?	
3.1.3	Seek agreement on equality targets with partners in local "partnerships".	In its community role has the authority informed local partnerships about the CEP?	<p>Community Development Workers and the Community Partnerships have set a target within the Neighbourhood Renewal Strategy to increase membership of the Community Partnerships to make them more representative of the ward they cover. Also a number of social inclusion actions have been developed within the individual Community Partnership local action plans. A standardised SLA has been produced as part of the review of voluntary sector funding carried out in 2004/05 and this SLA requires the organisation to have an equal opportunities policy. All organisations receiving more than £5,000 of funding from the Council will be required to have an equal opportunities statement. The Compact between the public sectors and the Voluntary and Community Groups has a shared principle of acknowledging the importance of promoting equality of opportunity for all people, regardless of race, age, disability, gender, sexual orientation, religion, social and economic status or political beliefs. Within the Compact, the public sector has agreed to make sure that small community groups and organisations representing minority groups are fully involved in policy development and consultation.</p> <p>Tenants' Board are involved in setting targets and monitoring housing performance. Community Partnerships steering group have been involved in the monitoring of the Performance Development and Community Partnerships service plan.</p> <p>Community representatives and tenants have also been involved with Key Lines of Enquiry (KLOE) reviews for regeneration and housing. Residents' panel to assist in the setting of targets for Environmental Services.</p> <p>The "Putting the Quality into Equality" project will deliver specific equalities/inclusion statements for individual partnerships.</p>
3.1.4	Establish mechanisms for ensuring that equality targets are met by contractors through contract management.	Do all contracts contain a compliance clause on equality practice?	<p>For inclusion on the department's approved list of contractors, there is a requirement for each company to either produce their own equality statement or sign up to the Council's. Corporate equalities questions are included in the pre-tender documentation for any contract.</p> <p>All contractors who work with vulnerable people are required to undertake Criminal Records Bureau checks.</p>
		Do contracts meet the equality targets set by the service area?	

		Have mechanisms been established for contract monitoring?	
3.1.5	Ensure completion of equality action plans at department and service level incorporating performance indicators.	Has equality action planning been completed for all departments and service areas?	Equality Impact Assessment results have shaped the Service Plans in Community Services. Community Services have a Departmental Social Inclusion Group that meets once a quarter or as required. This group is responsible for the development and delivery of Race Equality Scheme action plans.
		Have locally set targets been translated into performance indicators?	
		Have performance Indicators been established through a robust process of peer review?	
3.1.6	Adopt where appropriate national targets/performance indicators as prescribed by Government departments or by the Audit Commission.		Community Services have a number of targets relating to equality that are measured and monitored as part of the Best Value Performance Plan. These include national and local indicators. CS104, a local PI measures youth service contact with BME groups. The target is to contact 25% of BME 13-19 year olds in Darlington.
3.1.7	Implement systems for reviewing progress and revising the CEP and departmental action plans.		Equalities targets are embedded in service plans, which are reviewed by the Director and relevant Heads of Service on a regular basis. Departmental Social Inclusion Group monitors micro-level performance.
3.1.8	Members and senior officers to endorse action plans as appropriate.		See CEO.
3.1.9	Link action planning to Best Value process.	Has equality action planning been linked to Best Value process and BVPIs?	Equalities action planning is linked to BV processes via "Leading Edge: the Best Value Performance Plan".
		Have national targets for race, gender and disability equality or Best Value Equality Performance Indicators for racial equality been adopted?	Some sections of the department have received Charter Mark, which has equalities and customer focus criteria.
3.1.10	Ensure that action on achieving targets has started.	Has a clear programme of action been set to meet targets?	Community appraisals have been undertaken in the 11 most disadvantaged wards in 2004 and the results of these shaped the Neighbourhood Renewal Strategy and will also feed into the Community Partnership Local Action Plans that will be finalised by April 2005. Actions that related to social inclusion were feed into the Social Inclusion Strategy. The Compact between the Voluntary and Community Sector and the Public Sector was finalised and launched in July 2004. The Compact was consulted upon widely with all community groups that are members of Darlington Voluntary. A review of the Council's grant funding arrangements took place in 2004 and involved consultation with the all the community and voluntary groups that are members of the CVS. An event was also held in January 2005. The new grant programme will be promoted to all groups and will allow the voluntary sector to access funding for up to a three-year period. It also ties the grant programme more closely to the Community Strategy and requires groups that receive large grants to enter a SLA. The Darlington Partnership will have 2 community representatives on the four themed groups. A job description and job specification have been devised. The network of 11 Community Partnerships has been fully established by March 2005 and most have developed Local Action Plans that will set their work programme over the next five years.
		Is there a timetable for meeting targets?	As a result of the EIA process, drop-in sessions with community development workers have been organised to improve accessibility of the service they provide. Also, local newsletters have for the first time been made available in different languages and formats.

3.2.1.	Make public all service level and employment objectives and targets that are available for consultation and scrutiny.		See CEO text. Also, a review of service level agreements with the voluntary and community sectors as a part of a funding review has taken place. The purpose of this was to offer fairer access to funding for this sector. Neighbourhood Renewal Strategy action plans have been circulated to all stakeholders. Tenants' board and Community Partnership Steering Group have been involved in the monitoring of service plans.
3.2.2	Make provision of language services appropriate to designated consultation and scrutiny groups.	Are there appropriate language, translation and interpretation facilities in place for consultation?	Information leaflets and consultation documents are available on request in different languages, Braille, large print and audiotape. Venues used for consultation are in a central location and have access for disabled people. New guidelines have been developed for checking disability access of community venues in association with Darlington Association on Disability.
		Are buildings and facilities to be used in consultation and scrutiny processes accessible to all potential users?	
3.2.3	Completion of a full and systematic consultation process with designated community, staff and stakeholder groups.	Have representative groups of service users been fully consulted on action plans including the development of Best Value initiatives?	EIAs revealed several good examples of systematic consultation with groups that the department has found "hard to reach" in the past. This includes work with the Bangladeshi community when undertaking community appraisals for the Neighbourhood Renewal Strategy; and work with Darlington Association on Disability on the development of sheltered housing schemes.
		Have equality targets been set by agreement within the organisation and in consultation with trade unions and other designated consultation and scrutiny groups?	
		Has a report of the main outcomes of consultation been made publicly available?	
3.2.4	Consult on involving designated community, staff and stakeholder groups with scrutiny procedures.	Has consultation about involving all appropriate groups with scrutiny procedures taken place?	Neighbourhood Renewal Strategy was the focus of extensive community scrutiny with groups including community partnerships in Darlington's eleven most disadvantaged wards and Darlington Partnership.
3.2.5	Consultation on equality to be linked with the continuing development of the 'Community Strategy'.	Has the Corporate Equality Plan been fully integrated into the 'Community Strategy'?	Equality and social inclusion elements are included in the Local Neighbourhood Renewal Strategy which is an extension of the Community Strategy. This included consultation with the Bangladeshi community in Northgate.
		Has a corporate approach to consultation been established that links consultation on equality with the development of the Community Strategy?	
3.2.6	Publicise how, where and when action targets will start.	Have action plans with explicit objectives and targets been circulated to designated community, staff and stakeholder groups?	Neighbourhood Renewal Strategy actions have been included in the Community Strategy action plans. This has been widely circulated and is available on the Council website and Darlington Partnership website. Community Partnership's local action plans are available on the Council website as are some of the department's service plans.
3.3.1	Complete service element of the CEP and ensure consistency with Race Equality Scheme.	Has the service section of the CEP been completed?	The actions from the Race Equality Scheme are included in the Service Plans for Community Service.
		Is the service section consistent with the authority's Race Equality Scheme?	

3.3.2	Equality objectives and targets developed within each department/service area.	Have race, gender and disability targets been set within each department and service?	In Community Services Equality Impact Assessments have been completed for all service areas (Housing Services, Housing Benefits, Supporting People, Community partnerships, Youth Services, Building Services, Leisure and Arts and Environment). The results have been fed through into the service plans for 2005/06.
		Do the objectives and targets specifically address the importance of barriers, accessibility and reasonable adjustment in the provision of services?	
		Has each department completed/contributed to the equality impact and needs/ requirements assessment?	
		Has an equality impact and needs/requirements assessment report been produced for each department/service area?	
		Have the equality objectives and targets been thoroughly informed by the equality impact and needs/requirements assessment?	
3.3.3	Service plans to specifically address the importance of barriers, accessibility and reasonable adjustment in the provision of services.	Have issues of barriers, accessibility and reasonable adjustment in the provision of services been addressed?	This identification of barriers, accessibility and reasonable adjustment in the provision of services was considered during the Equality Impact Assessments. The barriers / issues identified have been developed into actions and included the Department's Service Plans.
3.3.4	Allocation of appropriate resources to achieve targets.	Have resources been allocated by each department for equality target implementation?	The allocation of resources is shown in the individual Service Plans. Specific staff have been allocated responsibility for implementation of actions through the service plans. Monitoring of the Service Plans takes place by the Head of Service / Assistant Directors and the Director of Community Services in the Service Review meetings every quarter. The actions are also monitored by the Departmental Social Inclusion Group.
		Have specific staff been allocated responsibility for implementation and monitoring?	
3.3.5	Establish structures of responsibility at departmental and service level to progress action plans.		The allocation of specific responsibility for equality actions is contained within the individual Service Plans. The Departmental Social Inclusion Group oversees the work. It comprises representatives from every service area.
3.3.6	Set timetable within action plans for creating/adapting information and monitoring systems within services areas.		Clear timetables contained within Race Equality Scheme and Service Plans.
3.3.7	For agencies delivering services on behalf of the local authority, include within contracts a requirement to deliver an effective and appropriate service, fairly and without unlawful discrimination.	Do contracts with agencies delivering services on behalf of the local authority include a requirement to deliver an effective and appropriate service to all groups irrespective of race, gender or disability?	Council has developed a standardised Service Level Agreement that includes an equality clause. See text in 3.1.4.
3.3.8	Establish monitoring of contracts to secure equal employment and equal service delivery targets.	Are there effective monitoring systems to ensure that equal employment and equal service delivery targets are met?	Strategy and Performance Manager is departmental contact for equalities monitoring.
3.3.9	Start action on departmental and service area targets.		See text for 3.1.10.

3.4.1	Complete employment section of the CEP and ensure consistency with the Race Equality Scheme.	Has the employment section of the CEP been completed?	See CEO.
		Is the employment section consistent with the authority's Race Equality Scheme?	
3.4.2	Set employment equality targets for recruitment, staff retention, workforce profiles.	Have employment objectives targets been set detailing quality targets for recruitment, staff training, development and staff retention?	See CEO.
		Have targets been informed by the LLMA and workforce profile assessment?	
		Where appropriate, are you giving special encouragement to, and providing specific training, as permitted by the Positive Action provisions of the equality legislation?	
3.4.3	Conduct an equal pay review and plan for equal pay adjustment.	Has an equal pay review been conducted?	See CEO.
		Are there any plans to correct any pay inequality identified by the review?	
		Are there equality guidelines on pay e.g on starting pay and pay on promotion?	
		Are there written recruitment and promotion procedures, which specifically address the importance of barriers, accessibility and reasonable adjustment in recruitment retention and promotion?	
3.4.4	Ensure that staff and members are aware of action plans and the implications for services and employment.		See CEO.
3.4.5	Provide training for managers on the implementation of the standard with contractors and partners.	Has training been provided for all service managers on the detailed implementation of equality action objectives and associated targets (including updates on legal and other developments) in relation to contracts/partnerships?	See CEO.
		Are Job Centres, Careers Advisers and Employment Agencies aware of your policy?	

3.4.6	Training for all staff involved in recruitment on the Equality Standard, setting service objectives, action planning, and monitoring, consistent with the training arrangements set out in the Race Equality Scheme.	Has a system of guidance and training on equality issues been established for short-listing panels and all interviewers?	See CEO.
		Is there a training programme, which ensures that at every level all employees receive comparable training?	
		Are all staff involved in recruitment aware of the equality action plan and its implications for employment practice?	
		Is training consistent with the arrangements set out in the Authority's Race Equality Scheme?	See CEO.
3.4.7	Provide training for all staff on the detailed implementation of the Equality Standard including action plans and updates on legal and other developments.	Do disciplinary procedures specifically state that they must be applied fairly to all employees irrespective of race, gender and/or disability?	See Corporate.
		Are breaches of the equality and harassment policies dealt with under the disciplinary procedures?	
3.4.8	Build equality objectives and targets into management appraisal mechanisms.	Has the achievement of equality objectives been incorporated into the appraisal systems for managers	See Corporate.
3.4.9	Provide information and appropriate training on action plans to support scrutiny process.	Are cabinet members and scrutiny committees aware of action plans and targets for employment and pay equality?	See Corporate.
		Has information and appropriate training on race equality action plan to support scrutiny process been provided?	
3.4.10	Establish a system of guidance and training on relevant equality issues to short-listing panels and interviewers.	Are there equality guidelines for short-listing and interviewing?	See Corporate.
		Has a system of training for all members of short-listing and interviewing panels been established?	
3.4.11	Start action on all employment and pay targets.		See Corporate.

Equality Standard for Local Government - BV 2a CHECK LIST

Education

Department		Education	
Indicator	Check List	Actual Evidence	
3.1.1	Ensure that all departments and service areas set targets based on equality objectives.	Have targets been set for service areas based on specific race, gender and disability equality objectives?	Corporate Health PI s are included and monitored within the Education Service Plan. Targets are consistent with existing legislation and codes of practice. Corporate targets within the BVPP are translated into the individual targets for Departments set within service plans and monitored through the PMF.
		Are targets consistent with current equality legislation and Codes of Practice?	
		Is there a recognised corporate process to ensure equality objectives and translated into meaningful targets?	
3.1.2	Establish corporate guidelines/prescriptions for information gathering and equality monitoring.	Have guidelines been established for the way in which the authority/departments/service areas will establish equality monitoring?	See CEO.
		Is there guidance on information management for equality measurement/monitoring?	
3.1.3	Seek agreement on equality targets with partners in local "partnerships".	In its community role has the authority informed local partnerships about the CEP?	Discussion between the Policy Unit and the LSP has taken place. See CEO text.
3.1.4	Establish mechanisms for ensuring that equality targets are met by contractors through contract management.	Do all contracts contain a compliance clause on equality practice?	Corporate Procurement Strategy. Standard Clause adopted for inclusion within contract documentation.
		Do contracts meet the equality targets set by the service area?	
		Have mechanisms been established for contract monitoring?	
3.1.5	Ensure completion of equality action plans at department and service level incorporating performance indicators.	Has equality action planning been completed for all departments and service areas?	Equality Impact Assessments for all service areas of the Education Department were due for completion in February 2005. Actual completion in July 2005. Draft action plans complete October 2005.
		Have locally set targets been translated into performance indicators?	
		Have performance Indicators been established through a robust process of peer review?	
3.1.6	Adopt where appropriate national targets/performance indicators as prescribed by Government departments or by the Audit Commission.		Corporate Health BVPIs adopted within Education Service Plan and supplemented by other local indicators derived from School Survey and Form 4. Other local performance indicators for BME & Traveller children are now included within the Departmental Service Plan.

3.1.7	Implement systems for reviewing progress and revising the CEP and departmental action plans.		Departmental component of the CEP is reviewed annually via the corporate Social Inclusion Implementation Group. Plan to formally revise CEP every eighteen months from now on.
3.1.8	Members and senior officers to endorse action plans as appropriate.		CEP is approved by Cabinet. There is also Cabinet approval for the BVPP and Education Service Plan containing equality PIs and associated targets.
3.1.9	Link action planning to Best Value process.	Has equality action planning been linked to Best Value process and BVPIs?	Action Plans for Corporate Health PIs have been prepared at a corporate level.
		Have national targets for race, gender and disability equality or Best Value Equality Performance Indicators for racial equality been adopted?	
3.1.10	Ensure that action on achieving targets has started.	Has a clear programme of action been set to meet targets?	Libraries and Community Learning have implemented a number of actions since the EIA. These include: <ul style="list-style-type: none"> • developing learning programmes for adults with learning disabilities • updating the divisional access policy to include intellectual barriers by April 05 • developing a person specification for certain library posts which enables candidates from socially excluded groups to apply.
		Is there a timetable for meeting targets?	
3.2.1.	Make public all service level and employment objectives and targets that are available for consultation and scrutiny.		See CEO statement. Education Service Plan includes service level objectives and associated performance indicators, including employment indicators.
3.2.2	Make provision of language services appropriate to designated consultation and scrutiny groups.	Are there appropriate language, translation and interpretation facilities in place for consultation?	Currently translation and interpretation services are procured separately as they are required (apart from Language Line - telephone translation). Corporate policy is required. This action will be planned by the Council's Social Inclusion Implementation Group.
		Are buildings and facilities to be used in consultation and scrutiny processes accessible to all potential users?	
3.2.3	Completion of a full and systematic consultation process with designated community, staff and stakeholder groups.	Have representative groups of service users been fully consulted on action plans including the development of Best Value initiatives?	See CEO.
		Have equality targets been set by agreement within the organisation and in consultation with trade unions and other designated consultation and scrutiny groups?	
		Has a report of the main outcomes of consultation been made publicly available?	
3.2.4	Consult on involving designated community, staff and stakeholder groups with scrutiny procedures.	Has consultation about involving all appropriate groups with scrutiny procedures taken place?	Corporate programme of consultation structured around the EIC process.

3.2.5	Consultation on equality to be linked with the continuing development of the 'Community Strategy'.	Has the Corporate Equality Plan been fully integrated into the 'Community Strategy'?	See CEO.
		Has a corporate approach to consultation been established that links consultation on equality with the development of the Community Strategy?	
3.2.6	Publicise how, where and when action targets will start.	Have action plans with explicit objectives and targets been circulated to designated community, staff and stakeholder groups?	See CEO.
3.3.1	Complete service element of the CEP and ensure consistency with Race Equality Scheme.	Has the service section of the CEP been completed?	Education Service element is contained within the CEP and Race Equality Scheme .
		Is the service section consistent with the authority's Race Equality Scheme?	
3.3.2	Equality objectives and targets developed within each department/service area.	Have race, gender and disability targets been set within each department and service?	Education Service plan includes an objective to 'promote Education and Social Inclusion' and includes specific PIs and targets. Client Services Plan includes an objective relating to planning and improving the use of assets and schools as educational and community resources. It includes a specific PI on wheelchair access. The Education Service Plan for 2005/06 has a priority to 'Improve accessibility of schools and LEA services' and highlights the need to complete/review the Access Strategy. Equality Impact Assessments due for completion in February 2005.
		Do the objectives and targets specifically address the importance of barriers, accessibility and reasonable adjustment in the provision of services?	
		Has each department completed/contributed to the equality impact and needs/ requirements assessment?	
		Has an equality impact and needs/requirements assessment report been produced for each department/service area?	
		Have the equality objectives and targets been thoroughly informed by the equality impact and needs/requirements assessment?	
3.3.3	Service plans to specifically address the importance of barriers, accessibility and reasonable adjustment in the provision of services.	Have issues of barriers, accessibility and reasonable adjustment in the provision of services been addressed?	Comprehensive Equality Impact Assessments completed in February 2005. Links also to the review of the Access Strategy above.
3.3.4	Allocation of appropriate resources to achieve targets.	Have resources been allocated by each department for equality target implementation?	Education DMT is nominated as the Department Equalities Group, these budgetholders have the flexibility to make financial allocations where necessary.
		Have specific staff been allocated responsibility for implementation and monitoring?	There is a Race Equality sub-group which includes membership from schools and the Race Equality Council.

3.3.5	Establish structures of responsibility at departmental and service level to progress action plans.		Equality targets are monitored on a quarterly basis through the reports to SMT, although reporting is on annual basis. Six monthly reports also go to CMT and Resources Scrutiny Committee.
3.3.6	Set timetable within action plans for creating/adapting information and monitoring systems within services areas.		See CEO.
3.3.7	For agencies delivering services on behalf of the local authority, include within contracts a requirement to deliver an effective and appropriate service, fairly and without unlawful discrimination.	Do contracts with agencies delivering services on behalf of the local authority include a requirement to deliver an effective and appropriate service to all groups irrespective of race, gender or disability?	See CEO.
3.3.8	Establish monitoring of contracts to secure equal employment and equal service delivery targets.	Are there effective monitoring systems to ensure that equal employment and equal service delivery targets are met?	See CEO.
3.3.9	Start action on departmental and service area targets.		See question 3.1.10
3.4.1	Complete employment section of the CEP and ensure consistency with the Race Equality Scheme.	Has the employment section of the CEP been completed	See CEO.
		Is the employment section consistent with the authority's Race Equality Scheme?	
3.4.2	Set employment equality targets for recruitment, staff retention, workforce profiles.	Have employment objectives targets been set detailing quality targets for recruitment, staff training, development and staff retention?	See CEO.
		Have targets been informed by the LLMA and workforce profile assessment?	
		Where appropriate, are you giving special encouragement to, and providing specific training, as permitted by the Positive Action provisions of the equality legislation?	
3.4.3	Conduct an equal pay review and plan for equal pay adjustment.	Has an equal pay review been conducted?	See CEO.
		Are there any plans to correct any pay inequality identified by the review?	
		Are there equality guidelines on pay e.g on starting pay and pay on promotion?	
		Are there written recruitment and promotion procedures, which specifically address the importance of barriers, accessibility and reasonable adjustment in recruitment retention and promotion?	

3.4.4	Ensure that staff and members are aware of action plans and the implications for services and employment.		See CEO.
3.4.5	Provide training for managers on the implementation of the standard with contractors and partners.	Has training been provided for all service managers on the detailed implementation of equality action objectives and associated targets (including updates on legal and other developments) in relation to contracts/partnerships? Are Job Centres, Careers Advisers and Employment Agencies aware of your policy?	See Corporate.
3.4.6	Training for all staff involved in recruitment on the Equality Standard, setting service objectives, action planning, and monitoring, consistent with the training arrangements set out in the Race Equality Scheme.	Has a system of guidance and training on equality issues been established for short-listing panels and all interviewers? Is there a training programme, which ensures that at every level all employees receive comparable training? Are all staff involved in recruitment aware of the equality action plan and its implications for employment practice? Is training consistent with the arrangements set out in the Authority's Race Equality Scheme?	See Corporate.
3.4.7	Provide training for all staff on the detailed implementation of the Equality Standard including action plans and updates on legal and other developments.	Do disciplinary procedures specifically state that they must be applied fairly to all employees irrespective of race, gender and/or disability? Are breaches of the equality and harassment policies dealt with under the disciplinary procedures?	See Corporate.
3.4.8	Build equality objectives and targets into management appraisal mechanisms.	Has the achievement of equality objectives been incorporated into the appraisal systems for managers	See Corporate.
3.4.9	Provide information and appropriate training on action plans to support scrutiny process.	Are cabinet members and scrutiny committees aware of action plans and targets for employment and pay equality? Has information and appropriate training on race equality action plan to support scrutiny process been provided?	See Corporate
3.4.10	Establish a system of guidance and training on relevant equality issues to short-listing panels and interviewers.	Are there equality guidelines for short-listing and interviewing? Has a system of training for all members of short-listing and interviewing panels been established?	See Corporate.
3.4.11	Start action on all employment and pay targets.		See Corporate.

Development & Environment		Equality Standard for Local Government - BV 2a CHECK LIST	
	Indicator	Check List	Actual Evidence
3.1.1	Ensure that all departments and service areas set targets based on equality objectives.	Have targets been set for service areas based on specific race, gender and disability equality objectives?	D&E targets for corporate equalities BVPIs are set and monitored. Targets are set annually for BVPIs 'owned' by D&E relating to access to Council buildings, and adaptation of pedestrian crossings, for disabled people. Equalities Impact Assessments have been completed for each service planning unit, following a workshop in November 2004, and action plans have been worked up from the EIAs for implementation from 2005/06 onwards. Department Plan and all Service Plans include Equalities Improvement Plans targeting completion of the EIA action plans.
		Are targets consistent with current equality legislation and Codes of Practice?	
		Is there a recognised corporate process to ensure equality objectives and translated into meaningful targets?	
3.1.2	Establish corporate guidelines/prescriptions for information gathering and equality monitoring.	Have guidelines been established for the way in which the authority/departments/service areas will establish equality monitoring?	See CEO response.
		Is there guidance on information management for equality measurement/monitoring?	
3.1.3	Seek agreement on equality targets with partners in local "partnerships".	In its community role has the authority informed local partnerships about the CEP?	D&E has established 'Framework Partnerships' with four consultancy firms for the provision of professional services. Equalities requirements were established as part of the tendering process for the partnerships - tenders were scored on the bidders' equalities policies and practices as one of ten key factors in the scoring process. Compliance with equalities requirements will be monitored in the regular review and development of the partnerships.
3.1.4	Establish mechanisms for ensuring that equality targets are met by contractors through contract management.	Do all contracts contain a compliance clause on equality practice?	D&E operates within the corporate procurement strategy and a standard up-to-date equal opportunities clause is included in all contracts. D&E has lead role for corporate project management - the project management process ensures that equalities requirements are identified and built into the design/implementation of projects and fed into contract specifications. Equalities is a factor in the assessment and scoring of tender bids.
		Do contracts meet the equality targets set by the service area?	
		Have mechanisms been established for contract monitoring?	
3.1.5	Ensure completion of equality action plans at department and service level incorporating performance indicators.	Has equality action planning been completed for all departments and service areas?	Equality Impact Assessments have been completed and action plans are complete. These include relevant local PIs and targets. Overarching equalities improvement plans are included in all service plans. The Departmental Social Inclusion Group will monitor progress on implementing these plans, reporting back to the corporate Social Inclusion Implementation Group.
		Have locally set targets been translated into performance indicators?	
		Have performance Indicators been established through a robust process of peer review?	
3.1.6	Adopt where appropriate national targets/performance indicators as prescribed by Government departments or by the Audit Commission.		The Equalities BVPIs 'owned' by D&E are targeted and monitored in accordance with national definitions and targets. See Best Value Performance Plan.

3.1.7	Implement systems for reviewing progress and revising the CEP and departmental action plans.		Equalities BVPIs monitored through the corporate Performance Management Framework and P+. Service Plans monitored quarterly through PMF. Equalities Action Plans to be monitored by Departmental Social Inclusion Group. D&E components of CEP monitored by Social Inclusion Implementation Group and updated annually.
3.1.8	Members and senior officers to endorse action plans as appropriate.		Service plans are monitored by Scrutiny Committees. EIAs are 'owned' by Assistant Directors/Heads of Service. EIA action plans to be monitored by Cabinet through service plan monitoring.
3.1.9	Link action planning to Best Value process.	Has equality action planning been linked to Best Value process and BVPIs?	Regulatory Services BVR demonstrates the link between equalities action planning and Best Value process. All improvement actions were assessed for their equalities impact and modified where necessary. The earlier (2002/03) Regeneration BVR included an equalities appraisal of the service, and was a starting point for the more complete linkages established in the Regulatory Services BVR. A new policy on unauthorised traveller encampments was subject to a full EIA. Action plans are in place for BV156 and BV165, the equalities BVPIs 'owned' by D&E.
		Have national targets for race, gender and disability equality or Best Value Equality Performance Indicators for racial equality been adopted?	
3.1.10	Ensure that action on achieving targets has started.	Has a clear programme of action been set to meet targets?	A programme has been established in outline form in the Department Plan and all Service Plans. This is being developed in detail in the improvement plans now being drawn up following completion of D&E's EIAs. The timetable for meeting targets is set out in the outline service plan actions, and will be exemplified in the EIA action plans. Examples of actions that will be completed by October by the department include creating a 'race/culture' map as a consultation resource and improving the awareness/training of the Language Line facility.
		Is there a timetable for meeting targets?	
3.2.1.	Make public all service level and employment objectives and targets that are available for consultation and scrutiny.		Targets for equalities BVPIs are published in the BVPP. Targets and programmes related to access for people with disabilities are discussed in consultation forums that include public representatives - e.g. Access Interest Group, Town Centre Forum, Transport Forum. Department and Service Plans available to public through Cabinet and Scrutiny.
3.2.2	Make provision of language services appropriate to designated consultation and scrutiny groups.	Are there appropriate language, translation and interpretation facilities in place for consultation?	Some facilities are available - e.g. Language Line. Some consultation/information leaflets include community language alerts. Practice will be improved in accordance with EIA action planning and corporate Inclusion Implementation Group programme.
		Are buildings and facilities to be used in consultation and scrutiny processes accessible to all potential users?	75% of Council buildings open to the public are suitable for disabled people - including the main service buildings, which would be locations for consultation/scrutiny processes.
3.2.3	Completion of a full and systematic consultation process with designated community, staff and stakeholder groups.	Have representative groups of service users been fully consulted on action plans including the development of Best Value initiatives?	There are a number of relevant examples of consultation, particularly related to action planning on access/physical impairment issues. The recent Statement of Community Involvement, a stage in the preparation of the Local Development Framework, is based on widespread consultation and sets out how the Council will involve people in planning policies and issues in the future. D&E will contribute and respond to the major corporate consultation to be carried out in summer 2005 following on from completion of EIAs.
		Have equality targets been set by agreement within the organisation and in consultation with trade unions and other designated consultation and scrutiny groups?	
		Has a report of the main outcomes of consultation been made publicly available?	
3.2.4	Consult on involving designated community, staff and stakeholder groups with scrutiny procedures.	Has consultation about involving all appropriate groups with scrutiny procedures taken place?	Corporate programme of consultation structured around the EIC process.

3.2.5	Consultation on equality to be linked with the continuing development of the 'Community Strategy'.	Has the Corporate Equality Plan been fully integrated into the 'Community Strategy'?	Social inclusion elements of consultation are included in the 'Developing an effective transport system' theme whereby the department has worked extensively with Darlington Association on Disability on projects mentioned in the 'Community Strategy' such as Pedestrian Heart and Town on the Move.
		Has a corporate approach to consultation been established that links consultation on equality with the development of the Community Strategy?	
3.2.6	Publicise how, where and when action targets will start.	Have action plans with explicit objectives and targets been circulated to designated community, staff and stakeholder groups?	See CEO.
3.3.1	Complete service element of the CEP and ensure consistency with Race Equality Scheme.	Has the service section of the CEP been completed?	The actions from the Race Equality Scheme are included in the Service Plans for Development and Environment.
		Is the service section consistent with the authority's Race Equality Scheme?	
3.3.2	Equality objectives and targets developed within each department/service area.	Have race, gender and disability targets been set within each department and service?	Targets set for corporate health BVPIs and for the disabled access BVPIs 'owned' by D&E. The Department Plan and Service Plans set out equalities objectives aimed at identifying and minimising barriers to service access for all. Service plans contain improvement plans and targets, to be exemplified in EIA action plans currently being prepared and a departmental report will be produced in June 2005. Equality objectives and targets are derived directly from the EIA process and reflect requirements in D&E.
		Do the objectives and targets specifically address the importance of barriers, accessibility and reasonable adjustment in the provision of services?	
		Has each department completed/contributed to the equality impact and needs/ requirements assessment?	
		Has an equality impact and needs/requirements assessment report been produced for each department/service area?	
		Have the equality objectives and targets been thoroughly informed by the equality impact and needs/requirements assessment?	
3.3.3	Service plans to specifically address the importance of barriers, accessibility and reasonable adjustment in the provision of services.	Have issues of barriers, accessibility and reasonable adjustment in the provision of services been addressed?	Service Plans give priority to the completion of EIAs and development of detailed action plans and recognise that barriers to service access exist by setting objectives to identify and minimise them. The EIAs have identified barriers and the action plans will set improvement targets to minimise them.
3.3.4	Allocation of appropriate resources to achieve targets.	Have resources been allocated by each department for equality target implementation?	Resources are allocated to ongoing programmes to improve accessibility for disabled people. Service access improvements will be managed within existing budgets. Lead roles for equalities within D&E have been allocated, and leads within divisions have been appointed to the Departmental Inclusion Group.
		Have specific staff been allocated responsibility for implementation and monitoring?	
3.3.5	Establish structures of responsibility at departmental and service level to progress action plans.		As above for monitoring arrangements. Individual responsibilities for implementation are identified in service plans and will be included in EIA action plans.

3.3.6	Set timetable within action plans for creating/adapting information and monitoring systems within services areas.		Service plans/action plans include timetables for improvement actions. Timetables for information systems will be set in accordance with corporate timetable. Building on work during the first Race Equality Scheme a timetable to expand monitoring systems to cover the whole dept is set out in the Equalities Action Plan and Race Equality Scheme (Oct05 - Mar 07). In addition to monitoring the department has also timetabled the production of a race/culture map to assist development and consultation of project, this should be completed by the end of October 05 and form part of a larger equalities resource pack by July 2006.
3.3.7	For agencies delivering services on behalf of the local authority, include within contracts a requirement to deliver an effective and appropriate service, fairly and without unlawful discrimination.	Do contracts with agencies delivering services on behalf of the local authority include a requirement to deliver an effective and appropriate service to all groups irrespective of race, gender or disability?	Yes - see above on Framework Partnerships and project management.
3.3.8	Establish monitoring of contracts to secure equal employment and equal service delivery targets.	Are there effective monitoring systems to ensure that equal employment and equal service delivery targets are met?	Submissions of contract tenders are required to include the companies Equal Opportunities policy, this is taken into account when contract awards are made. Contract management is the responsibility of the contract officer. Sample checks are made at a corporate level but is planned that these checks will be mainstreamed.
3.3.9	Start action on departmental and service area targets.		As a result of Equality Impact Assessments the need for a resource to assist staff with project consultation and development in the light of Social Inclusion was identified. This lead to the proposal to investigate the feasibility of a 'race/culture' map of the borough to assist staff when carrying out consultation, the provision of such a resource would ensure new schemes/policies should meet the needs of all potential users. This map will be completed by October 2005 and form a constituent part of a wider resource pack by July 2006.
3.4.1	Complete employment section of the CEP and ensure consistency with the Race Equality Scheme.	Has the employment section of the CEP been completed?	See CEO.
		Is the employment section consistent with the authority's Race Equality Scheme?	
3.4.2	Set employment equality targets for recruitment, staff retention, workforce profiles.	Have employment objectives targets been set detailing quality targets for recruitment, staff training, development and staff retention?	See CEO.
		Have targets been informed by the LLMA and workforce profile assessment?	
		Where appropriate, are you giving special encouragement to, and providing specific training, as permitted by the Positive Action provisions of the equality legislation?	
3.4.3	Conduct an equal pay review and plan for equal pay adjustment.	Has an equal pay review been conducted?	See CEO.
		Are there any plans to correct any pay inequality identified by the review?	
		Are there equality guidelines on pay e.g on starting pay and pay on promotion?	
		Are there written recruitment and promotion procedures, which specifically address the importance of barriers, accessibility and reasonable adjustment in recruitment retention and promotion?	

3.4.4	Ensure that staff and members are aware of action plans and the implications for services and employment.		
3.4.5	Provide training for managers on the implementation of the standard with contractors and partners.	Has training been provided for all service managers on the detailed implementation of equality action objectives and associated targets (including updates on legal and other developments) in relation to contracts/partnerships? Are Job Centres, Careers Advisers and Employment Agencies aware of your policy?	See CEO.
3.4.6	Training for all staff involved in recruitment on the Equality Standard, setting service objectives, action planning, and monitoring, consistent with the training arrangements set out in the Race Equality Scheme.	Has a system of guidance and training on equality issues been established for short-listing panels and all interviewers? Is there a training programme, which ensures that at every level all employees receive comparable training? Are all staff involved in recruitment aware of the equality action plan and its implications for employment practice? Is training consistent with the arrangements set out in the Authority's Race Equality Scheme?	See CEO.
3.4.7	Provide training for all staff on the detailed implementation of the Equality Standard including action plans and updates on legal and other developments.	Do disciplinary procedures specifically state that they must be applied fairly to all employees irrespective of race, gender and/or disability? Are breaches of the equality and harassment policies dealt with under the disciplinary procedures?	See Corporate.
3.4.8	Build equality objectives and targets into management appraisal mechanisms.	Has the achievement of equality objectives been incorporated into the appraisal systems for managers?	Equality objectives and targets built into managers' PDRs for 2005/06.
3.4.9	Provide information and appropriate training on action plans to support scrutiny process.	Are cabinet members and scrutiny committees aware of action plans and targets for employment and pay equality? Has information and appropriate training on race equality action plan to support scrutiny process been provided?	See Corporate.
3.4.10	Establish a system of guidance and training on relevant equality issues to short-listing panels and interviewers.	Are there equality guidelines for short-listing and interviewing? Has a system of training for all members of short-listing and interviewing panels been established?	See Corporate.
3.4.11	Start action on all employment and pay targets.		See Corporate.

Equality Standard for Local Government - BV 2a CHECK LIST

Social Services

Department		SS	
Indicator	Check List	Actual Evidence	
3.1.1	Ensure that all departments and service areas set targets based on equality objectives.	Have targets been set for service areas based on specific race, gender and disability equality objectives? Are targets consistent with current equality legislation and Codes of Practice? Is there a recognised corporate process to ensure equality objectives and translated into meaningful targets?	There are many relevant equalities PIs: Delivery Improvement Statement and Children's Services Annual Performance Assessment - Performance Indicators e.g. E45 – Ethnicity of Children in Need PAF E47, E48- Ethnicity of Older People receiving assessments and services; Ethnicity of Direct Payment recipients. Disability performance indicators e.g. C30 – number of learning disabled people helped to live at home; there are other similar indicators for other vulnerable groups. % of ethnic minority learning disabled people known to the Council. Children In Need Census 2005. Better Care Higher Standards. Complaints monitoring for ethnicity by service area. Carers Assessment and Direct Payments target "difficult to contact" groups. Home Care requirements can be gender specific for providers addressing cultural, religious or individual preference. Outcomes for Looked After Children re health, education, employment and training. Annual reporting here on A2, BV50, A4, BV161.
3.1.2	Establish corporate guidelines/prescriptions for information gathering and equality monitoring.	Have guidelines been established for the way in which the authority/departments/service areas will establish equality monitoring?	See CEO.
		Is there guidance on information management for equality measurement/monitoring?	
3.1.3	Seek agreement on equality targets with partners in local "partnerships".	In its community role has the authority informed local partnerships about the CEP?	Partnership working with PCT re health issues and Looked After Children and partnership with Education re educational attainment, pre-dating the development of a Children's Services department in Darlington. Multi-agency Teenage Pregnancy partnership targets reduction in number of pregnancies among Looked After Children. Also see CEO.
3.1.4	Establish mechanisms for ensuring that equality targets are met by contractors through contract management.	Do all contracts contain a compliance clause on equality practice? Do contracts meet the equality targets set by the service area? Have mechanisms been established for contract monitoring?	Standard clauses in all Service Level Agreements/Contracts. Service Level Agreements and Contracts are routinely monitored through a quality standards regime with announced visits in May/June and an unannounced visit 6 months later. Adoption Service Level Agreement and monitoring influence policy of provider in relation to gay couple adoptions; this was as a direct result of equalities monitoring.
3.1.5	Ensure completion of equality action plans at department and service level incorporating performance indicators.	Has equality action planning been completed for all departments and service areas? Have locally set targets been translated into performance indicators? Have performance Indicators been established through a robust process of peer review?	Two assessments completed for children's and adults services; action plans developed. Performance Assessment Framework/ Performance Indicators established for 05-06, which will further improve performance in relation to ethnicity, disability and gender issues. Comparisons in performance are made with "family group" of similar authorities and our statistical neighbours. Management information liaises with neighbours regarding performance indicators and benchmarking. Equalities action planning is also informed by Children in Need census February 2005 (re: ethnicity, disability and religious belief).
3.1.6	Adopt where appropriate national targets/performance indicators as prescribed by Government departments or by the Audit Commission.		Several relevant areas: Annual Performance Letter from Commission for Social Care Inspection outlining key areas for action. Annual Performance Assessment for Children's Services. Departmental Targets set from letter, Best Value Performance Indicators: key areas being E45, A4, C19 as well as data required in relation to learning disability, mental health, HIV/Aids issues etc.

3.1.7	Implement systems for reviewing progress and revising the CEP and departmental action plans.		See CEO.
3.1.8	Members and senior officers to endorse action plans as appropriate.		See CEO.
3.1.9	Link action planning to Best Value process.	Has equality action planning been linked to Best Value process and BVPIs?	See CEO.
		Have national targets for race, gender and disability equality or Best Value Equality Performance Indicators for racial equality been adopted?	
3.1.10	Ensure that action on achieving targets has started.	Has a clear programme of action been set to meet targets?	Action Plans compiled and work commenced on completing tasks. Action Plans subject to regular monitoring by management teams. The video/ DVD " Information for All" has been translated into the 5 minority languages and contains an overview of the services currently provided by Social Services. A strategy to promote Direct Payments has been implemented which encouraged the take up of Direct Payments as an alternative to commissioned services, by those from ME groups. Work has been carried out to identify where ethnicity is not recorded onto CareFirst. Some procedures have been amended to improve data collection, and a checklist is completed by Data Entry Clerks to ensure that all data has been captured. Exception reports are produced to identify omissions and these are rectified. Discussions are under way with the software supplier to amend the system to make the recording of ethnicity mandatory.
		Is there a timetable for meeting targets?	
3.2.1.	Make public all service level and employment objectives and targets that are available for consultation and scrutiny.		See CEO.
3.2.2	Make provision of language services appropriate to designated consultation and scrutiny groups.	Are there appropriate language, translation and interpretation facilities in place for consultation?	Corporate Contract with Language Line for interpretation service. Translation of documents on request. Inclusion of 5 most used languages in Darlington on all documents and information. "Information for All" DVD completed and being issued. Deaf Community workers employed to work with sensorily impaired people (2 x BSL signers) across Adult's and Children's Services.
		Are buildings and facilities to be used in consultation and scrutiny processes accessible to all potential users?	
3.2.3	Completion of a full and systematic consultation process with designated community, staff and stakeholder groups.	Have representative groups of service users been fully consulted on action plans including the development of Best Value initiatives?	Consultation Strategy from Children's Services. Children in Need Survey 2005 Qual-Assess consultation system for looked after children formalises ways of engaging and consulting with young people. Ongoing involvement of parents of Looked After Children in consultation process. Youth Offending Service consultation via Community Cohesion Youth Workers (Thematic Partnership includes health, probation, police, education, social services and other local authority reps). 3 new Commissioning Strategies in Adults Social Care developed with user/carers involvement. Mental Health Service User consultation expanded to include users and carers in the monitoring of services (MOST). Ethnic Minority consultations with Bengali, and Chinese communities. Heightened involvement of these communities with Sure Start in Waves 3 and 5. Looked After Children's Development Worker developing newsletter with Looked After Children on the editorial board. Exploration of the most appropriate ways of engaging with Looked After Children in the future.
		Have equality targets been set by agreement within the organisation and in consultation with trade unions and other designated consultation and scrutiny groups?	

		Has a report of the main outcomes of consultation been made publicly available?	Consultations reported to Scrutiny Committee, and Cabinet. Details of Children in Need census available on www.dfes.gov.uk . Results of Delivery Improvement Statement available on www.csci.org.uk . Annual Performance Assessment/JAR available from www.dfes.gov.uk and www.csci.org.uk .
3.2.4	Consult on involving designated community, staff and stakeholder groups with scrutiny procedures.	Has consultation about involving all appropriate groups with scrutiny procedures taken place?	Corporate programme of consultation structured around the EIA process.
3.2.5	Consultation on equality to be linked with the continuing development of the 'Community Strategy'.	Has the Corporate Equality Plan been fully integrated into the 'Community Strategy'?	Consultation work in Sure Start waves three and five areas has progressed the requirements of one the Community Strategy's priority groups: children and young people.
		Has a corporate approach to consultation been established that links consultation on equality with the development of the Community Strategy?	
3.2.6	Publicise how, where and when action targets will start.	Have action plans with explicit objectives and targets been circulated to designated community, staff and stakeholder groups?	Action Plans available via website, intranet and in paper copy. Information also issued in departmental newsletter and Town Crier.
3.3.1	Complete service element of the CEP and ensure consistency with Race Equality Scheme.	Has the service section of the CEP been completed?	The key actions from the Race Equality Scheme are included in the Service Plans for Community Service.
		Is the service section consistent with the authority's Race Equality Scheme?	
3.3.2	Equality objectives and targets developed within each department/service area.	Have race, gender and disability targets been set within each department and service?	Equality Standard Impact questionnaires completed. Action Plans developed. Key performance indicators set as part of Business Planning processes, Delivery Improvement Statements and Annual Performance Assessment for Children's Services set specific targets e.g. E45, Learning Dis 2202 etc. Action Plans shared with teams at regular meetings.
		Do the objectives and targets specifically address the importance of barriers, accessibility and reasonable adjustment in the provision of services?	
		Has each department completed/contributed to the equality impact and needs/ requirements assessment?	
		Has an equality impact and needs/requirements assessment report been produced for each department/service area?	
		Have the equality objectives and targets been thoroughly informed by the equality impact and needs/requirements assessment?	
3.3.3	Service plans to specifically address the importance of barriers, accessibility and reasonable adjustment in the provision of services.	Have issues of barriers, accessibility and reasonable adjustment in the provision of services been addressed?	Comprehensive programme of equalities impact assessments undertaken.
3.3.4	Allocation of appropriate resources to achieve targets.	Have resources been allocated by each department for equality target implementation?	Equality Target requirements included in all service planning and target setting e.g. Deaf Service BSL Inclusion of ethnicity in SSD Complaints Procedures Integral part of service delivery and professional development of staff i.e. anti oppressive practice is major part of SW qualification. All staff encouraged to attend awareness sessions relating to deafness, disability, compulsory attendance on Equalities and Diversity Training.
		Have specific staff been allocated responsibility for implementation and monitoring?	

3.3.5	Establish structures of responsibility at departmental and service level to progress action plans.		Departmental Equalities Group Action Plan to be published Lead Officer nominated from Senior Management, regularly reports to Directors and Senior Management Team. Annual Report to Director on actions achieved and plans for next year.
3.3.6	Set timetable within action plans for creating/adapting information and monitoring systems within services areas.		All service areas monitored for performance on a monthly basis. Use of CareFirst (departmental information database for case management) to establish any concerns regarding information.
3.3.7	For agencies delivering services on behalf of the local authority, include within contracts a requirement to deliver an effective and appropriate service, fairly and without unlawful discrimination.	Do contracts with agencies delivering services on behalf of the local authority include a requirement to deliver an effective and appropriate service to all groups irrespective of race, gender or disability?	Robust contract monitoring within SSD. All contracts and service level agreements include standard clauses relating to equal opportunities, anti-discriminatory practice, monitoring of service delivery and contract conditions.
3.3.8	Establish monitoring of contracts to secure equal employment and equal service delivery targets.	Are there effective monitoring systems to ensure that equal employment and equal service delivery targets are met?	Routine announced checks and then random unannounced checks on all contracts and service level agreements. All providers are required to operate an equal opportunities policy. Ongoing work through recruitment initiatives for hard to reach groups e.g. Bengali homecare workers.
3.3.9	Start action on departmental and service area targets.		Departmental Equalities Group minutes. Regular Management Information reports to Commissioning Managers on key Performance indicators and targets. All new staff attend Corporate Equalities training as part of their induction programme. Continue to review appropriateness and availability of public information See 3.1.10
3.4.1	Complete employment section of the CEP and ensure consistency with the Race Equality Scheme.	Has the employment section of the CEP been completed	See CEO.
		Is the employment section consistent with the authority's Race Equality Scheme?	
3.4.2	Set employment equality targets for recruitment, staff retention, workforce profiles.	Have employment objectives targets been set detailing quality targets for recruitment, staff training, development and staff retention?	HR strategy and departmental priorities for 05-06 for improved balance in workforce to reflect local community. (Delivery Improvement Statement and Workforce Development Plan). Also, see CEO.
		Have targets been informed by the LLMA and workforce profile assessment?	
		Where appropriate, are you giving special encouragement to, and providing specific training, as permitted by the Positive Action provisions of the equality legislation?	
3.4.3	Conduct an equal pay review and plan for equal pay adjustment.	Has an equal pay review been conducted?	See CEO.
		Are there any plans to correct any pay inequality identified by the review?	
		Are there equality guidelines on pay e.g on starting pay and pay on promotion?	
		Are there written recruitment and promotion procedures, which specifically address the importance of barriers, accessibility and reasonable adjustment in recruitment retention and promotion?	

3.4.4	Ensure that staff and members are aware of action plans and the implications for services and employment.		Use of corporate service planning template to schedule actions. Information cascaded through team meetings and individual supervision.
3.4.5	Provide training for managers on the implementation of the standard with contractors and partners.	Has training been provided for all service managers on the detailed implementation of equality action objectives and associated targets (including updates on legal and other developments) in relation to contracts/partnerships? Are Job Centres, Careers Advisers and Employment Agencies aware of your policy?	Corporate Courses to be arranged for all managers. Also, see CEO.
3.4.6	Training for all staff involved in recruitment on the Equality Standard, setting service objectives, action planning, and monitoring, consistent with the training arrangements set out in the Race Equality Scheme.	Has a system of guidance and training on equality issues been established for short-listing panels and all interviewers?	See CEO.
		Is there a training programme, which ensures that at every level all employees receive comparable training?	
		Are all staff involved in recruitment aware of the equality action plan and its implications for employment practice?	
		Is training consistent with the arrangements set out in the Authority's Race Equality Scheme?	
3.4.7	Provide training for all staff on the detailed implementation of the Equality Standard including action plans and updates on legal and other developments.	Do disciplinary procedures specifically state that they must be applied fairly to all employees irrespective of race, gender and/or disability? Are breaches of the equality and harassment policies dealt with under the disciplinary procedures?	Action Plan will be published to all staff. This has been done by including equality objectives on the agenda of Adult Services Team meetings (see minutes of Adult Services Team Meeting 22 April, 19 May 2005), and then Team Managers will cascade the information down to their teams via team meetings and briefing sessions. The Council's disciplinary procedures specifically state that they must be applied fairly to all employees irrespective of race, gender and/or disability. Breaches of the equality and harassment policies dealt with under the disciplinary procedures. Copy of policies available – Disciplinary guidance & Bullying and Harassment.
3.4.8	Build equality objectives and targets into management appraisal mechanisms.	Has the achievement of equality objectives been incorporated into the appraisal systems for managers?	See Corporate.
3.4.9	Provide information and appropriate training on action plans to support scrutiny process.	Are cabinet members and scrutiny committees aware of action plans and targets for employment and pay equality? Has information and appropriate training on race equality action plan to support scrutiny process been provided?	See Corporate.
3.4.10	Establish a system of guidance and training on relevant equality issues to short-listing panels and interviewers.	Are there equality guidelines for short-listing and interviewing? Has a system of training for all members of short-listing and interviewing panels been established?	Sure Start 3 & 5 Parents involved in recruitment of staff, GOLD – Older People on recruitment panel for Project Staff. Service users are involved in the appointment of staff to the new Advocacy service. People involved trained by DBC HR in recruitment process.
3.4.11	Start action on all employment and pay targets.		See Corporate.

Section 9 Consultation, Community Development and Scrutiny

9a) Development of revised scrutiny arrangements

The Equal Opportunities Members Scoping Group has been in existence in its current format since 2002. The group has four main aims:

- (a) to oversee equal opportunities across the Council in terms of service planning, policy making, human resources processes and delivery, and other areas of local democratic activity to ensure that discriminatory barriers preventing equal access to services and employment are identified and removed;
- (b) to monitor the work of the Council's mainstreaming equal opportunities steering group;
- (c) to monitor progress of the corporate mainstreaming equal opportunities action plan, specifically in terms of the Best Value Performance Indicators relating to equality issues;
- (d) be proactive in promoting race equality in terms of employment and service delivery in line with the Race Relations (Amendment) Act 2000.

These terms of reference were agreed at a meeting of the equal opportunities member scoping grouping April, 2002.

Since then, the way that the Council approaches equal opportunities has changed. The Council's Policy Advisor (Social Inclusion) now works to co-ordinate the Council's approach to the social inclusion agenda, which embraces previous work on equal opportunities, diversity, community cohesion and broader social inclusion issues.

The Mainstreaming Equal Opportunities Group action plan no longer exists. A new officer structure, comprising a Strategic Social Inclusion Group and a Social Inclusion Implementation Group has been put in place to join up the Council's thinking in these policy areas. The Strategic Social Inclusion Group has overseen the development of "All Together Now: A Social Inclusion Strategy for Darlington", which includes an action plan identifying the steps the Council needs to take in order to improve its social inclusion performance in respect of the theme of "political leadership".

In the light of these developments, it is intended to enhance the involvement of the Cabinet in overseeing social inclusion and to review the future role, scope and functions of the Equal Opportunities Members Scoping Group.

9b) Conclusions from the Equalities Impact Assessments Consultation programme

One hundred and twenty two companies were invited to tender for the “Equalities Consultation in Darlington” contract. Four were shortlisted, and Renaissance with their bidding partners Ethnic Minority Services were appointed.

Renaissance’s brief was clear:

- (a) Development of an agreed programme of consultation. Delivering consultations in a variety of formats (predominantly face-to-face), the appropriateness of which will be determined by the needs and requirements of particular communities.
- (b) Incorporation of the consultation requirements (particularly with BME groups) of Darlington’s Supporting People team
- (c) Preparation of a report analysing findings and making recommendations about both our equalities impact assessments and the preferred means of consultation of Darlington’s identified communities of interest and identity.
- (d) Arranging interpretation and translation where necessary, including the cost of any sub-contracting in relation to this work.
- (e) Any additional expenses relating to the project, eg: travel, room hire, refreshments, incentive payments, etc.
- (f) Working under the commissioning control of the Social Inclusion Implementation Group.

Work was to be carried out with all thirteen of Darlington’s social inclusion priority groups:

- Young People in the Care of Darlington Borough Council
- People Over the age of 85
- Those Under the age of 5
- People with Long Term Illness
- Disabled People
- Black and Minority Ethnic (BME) Communities
- Faith Groups
- People who are Unemployed or receiving a Low Income
- People with spent criminal convictions
- Carers
- Lesbian, Gay, Bisexual and Transgender People
- Refugees and Asylum Seekers
- Gypsies and Travellers.

As well as summarising specific feedback from members of all the above groups, Renaissance concluded as follows:

“This report may provide a new starting point for action to challenge discrimination. The findings of both the EIA review and the consultation exercise have provided a critical

insight into the level of awareness and the scope of current equalities action. It has clearly demonstrated the scale of activity that has been undertaken by the Council in tackling social exclusion. The Council has identified its intentions to achieve equality and fair treatment in the provision of its services and has completed an extensive internal review of managers' perceptions of equalities performance within their sections. While there remains a lot of work to do, the Council should not be disheartened by the criticisms that are made in this report. It is only by identifying and addressing outstanding issues that the Council will make further progress."

"The Council's EIA exercise demonstrated some confusion about equalities approaches in the Council. It demonstrated wide variations between different Council services in apparent understandings of equality and diversity principles and practice. For example, several responses adopt a view that so long as services adopt a 'level playing field' approach, they are providing equality of access. This response fails to address possible issues of indirect and institutional discrimination, such as how service users may be perceived and treated by staff, or staff's awareness of service users' specific needs. It also fails to understand the need to provide specific services, resources and support to enable equitable access for different groups - an 'equal but different' approach which embraces diversity and positive action. This approach is summed up in one EIA response as; 'equality is not about treating everybody the same but rather giving everyone equality of opportunity which on occasions requires positive action'."

"In essence, the difference is between a passive approach which sees the goal as having no identifiable barriers to access, and an active approach which seeks to promote different routes to access depending on people's circumstances and needs."

"The EIA review also raises concerns about a possible lack of internal communication between strategic and operational staff raises questions about the clarity of the Council's organisational culture and its guiding values and principles. Is there a gap in the equalities policy framework? While there are a wide raft of equalities policies in place and several good examples of inclusion initiatives on the ground are the structures which link the two coherent and seamless?"

"Consideration needs to be given by the Council as to how it mainstreams its equalities work to ensure coherence across policy, strategy and operations. Some of the findings from the consultation suggest that there is some level of fragmentation at the current time. It may be, as was suggested at the start of this report, that those included in the consultation processes were quick to identify failings and slower to identify positive aspects of the Council's service provision. But this does not mean that the findings are of no value."

"Those issues raised by participants as potential forms of discrimination and unequal treatment should be considered very carefully by the council and action should be taken not simply to ensure that the legal requirements of equalities legislation are adhered to but that the organisational culture of the Council instils a high level of sensitivity to discriminatory behaviour and commitment to fair treatment."

"Being responsive and facilitating the genuine involvement of community organisations in the design and management of Council services is a major part of the process of encouraging respect and a tolerance for diversity. In order to engage with communities in this way, however, it is essential that the Council works with partners and grass roots organisations to ensure that the barriers to full inclusion are overcome. This report has highlighted the barriers experienced by workshop participants and individuals in the

consultation. Much of this had to do with practical issues such as the lack of accessible information on services or problems associated with their accessibility. There was also a concern about an apparent culture which over-emphasised image in place of action. Many of the barriers that were identified can be tackled by practical measures and renewed commitment to quality in the delivery of services.”

“As participants suggested, the Council could better advertise and actively promote its services and ensure that this information was available in an accessible form to all. The need for more material in Bengali, Braille and Makaton (see <http://www.makaton.org>) was highlighted in the consultation.”

“Of perhaps of more concern is the cynicism that was expressed about the participants’ experience of previous consultation. The close involvement of community groups is essential to ensuring that services remain accessible to all and that they are the services that are required. It is also the best way in which the Council can demonstrate its commitment to inclusion. Overcoming these previous barriers will require a genuine engagement that respects and empowers community groups. The Council has already identified a role for Community Development in working with the community and this approach has played an important part in changing power structures to remove the barriers that prevent people from participating in the issues that affect their lives. Community workers can support individuals, groups and organisations in this process, but this can only occur in any way in an environment of trust. Community development can provide an effective means to involve local groups and communities in the political process, and to enable them to engage on their own terms in Council consultations and activities. As such it is a crucial approach in implementing change not only in the delivery of services but in the culture of the local authority.”

“Strengthening the community development approach would also enable the Council to mainstream consultation process and equalities work and integrate its policy and strategic framework with the good practice which takes place on the ground, whether that is by its own workers or by other voluntary, community or statutory agencies.”

“It is also essential that the Council improves its monitoring and evaluation of service delivery and accessibility. This can be achieved by sensitively recording key indicators (such as the Census categories for ‘race’) that allow discrimination both in the delivery of services and also in dealing with feedback and complaints about services. This can only be achieved if a commitment to tolerance and fair treatment based on sensitivity, awareness and understanding is achieved across the Council. “

Renaissance’s full report, highlighting specific equalities issues will inform the work programme of the Inclusion Implementation Group during October 2005 to March 2006.

Section 10: Future Plans

External challenge for the process of developing the Council's claim for level 3 of the Equality Standard has been delivered through the "Putting the Quality into Equality" project.

Doug Feery and Associates have been retained through the Centre for Policy Studies at Edge Hill College to challenge the Council's thinking and evidence for its equalities attainments. That the challenge team contains one of the original authors of the Equality Standard for Local Government gives the process added credibility.

The team's diagnostic report, completed in October 2005, indicated that a number of actions required further development before a final claim for level 3 of the Standard could be made. In summary, these are as follows:

- Provide guidelines to assist managers to take a more proactive and analytical approach to, and greater consistency in, the systems for self-assessment and equalities impact assessments
- Ensure that service managers understand how to use equality impact assessments as a way of constructing actions and performance indicators for service planning.
- Integrate the performance management structures, e.g. Service Plans, with the requirements of the Equality Standard to ensure that equality objectives are fully mainstreamed.
- Ensure that IT based performance monitoring systems are utilised to collect data and measure progress against objectives and PIs.
- Develop the role of Members to be effective in their scrutiny and challenge of the Council's work on implementing the Standard, which will also serve to promote local democratic processes. For example, address the need for Members to understand how the Councils priority around Equality and Diversity fits into the Council's mainstream activity.

It is estimated that the thirteen actions flowing from these recommendations will be completed by March 2006 when an addendum to this document will be produced, demonstrating the Council's final claim for level 3 of the Standard.

At this point, the Council will make a judgment about whether it is necessary to revise the timetable for the attainment of the remaining levels of the Standard. Our programme for attaining levels 2 to 5 of the Standard currently reads as follows:

Year	Level Attained
March 31st, 2004	2
March 31st, 2005	2
March 31st, 2006	3
March 31st, 2007	4
March 31st, 2008	4
March 31st, 2009	5