

# **Corporate Equalities Review and Plan 2003/2004**



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# **1. Why does Darlington Borough Council need a Corporate Equalities Review and Plan 2003/2004?**

Delivering improvement in equalities performance is a vital part of what Darlington Borough Council needs to do to become an excellent 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 the 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.

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 two of the Equality Standard for Local Government. It is the first time such a document has been published. It is hoped that in the future it will provide a framework for the reporting of further performance improvement in equalities.

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

- Equal Opportunities Policy
- Racial Equality Policy
- Guidelines for Reporting and Dealing with Suspected Racial Incidents
- Anti-Harassment and Bullying Policy
- The Race Equality Scheme

A review of some of these policies has already begun. 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.

Corporate Services Department  
Human Resource Management Division

## 2. Equal Opportunities Policy

May 2001

Darlington Borough Council

Equal Opportunities Policy

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## Darlington Borough Council

### Equal Opportunities Policy

.....Darlington Putting People First.....

#### Section 1 - Darlington Borough Council's Commitment

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 that we do.

We recognise that groups of people within the community could be disadvantaged, because of their age, gender, disability, race and ethnicity, sexual orientation, social class or religious beliefs, or for other reasons listed in Appendix A. Individuals could potentially be disadvantaged or discriminated against by the way our services are structured and delivered, by the decisions which we take in our various regulatory functions, or by our actions as an employer. As a result people may be denied access to the services or consideration to which they are entitled.

The disadvantage which people experience may be due to direct, indirect or institutional discrimination. These terms are defined more fully in section three of this statement.

#### Section 2 – Darlington Borough Council Statistics

Darlington Borough Council covers a population of 97,888 which is made up of the following groups of people:

- Women represent 51%<sup>1</sup> Men represent 49%
- People of 14 years & under represent 19%<sup>2</sup>
- People over the retirement age represent 19%<sup>3</sup>
- The ethnic minority adult population represents 1.5%<sup>4</sup>
- It is estimated that at least 10% of the population is gay or lesbian<sup>5</sup>
- It is estimated that well over 10% of the population has a mental or physical disability<sup>6</sup>

#### Section 3 - Aims and Objectives

We recognise that discrimination is unacceptable on any grounds. We seek to create a climate which is underpinned by an understanding of discrimination and oppression.

We recognise that discrimination can take many forms including:

- *Direct Discrimination* – treating one person less favourably than others because of, for example their race, sex or disability;
- *Indirect Discrimination* – creating a condition, term of employment or requirement of service delivery which cannot be justified and which, in practice, prevents people from certain groups from receiving a service;

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<sup>1</sup> Tees Valley Joint Strategy Unit

<sup>2</sup> Tees Valley Joint Strategy Unit

<sup>3</sup> Tees Valley Joint Strategy Unit

<sup>4</sup> 1991 Census

<sup>5</sup> Local Government Information Unit

<sup>6</sup> Local Government Information Unit

- *Institutional Racism / Institutional Discrimination* – the collective failure of an organisation to provide an appropriate and professional service or employment condition to people because of their race, sex or disability;
- *Harassment* – individuals or groups of individuals are harassed or abused because of their race, sex or disability;
- *Victimisation* – can come from two angles, firstly where a person is treated less favourably because they have, or it is suspected that they will, pursue their rights to equality in service delivery or employment condition via the complaints procedure and / or legal proceedings. Secondly, Darlington Borough Council acknowledges that as a witness involved in a discrimination case, the witness may also become victimised by others and treated less favourably.

Many conscious and unconscious acts of discrimination are influenced by prejudice and stereotyping. Stereotyping and prejudice give rise to unfair and / or unlawful discriminatory practices. Therefore, beginning to challenge yourself as well as other people is an important part of anti discriminatory practice.

- *Prejudice* - involves 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.
- *Stereotyping* - involves the pre-judgement of 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.

#### Section 4 - Responsibility for Equal Opportunities

The co-operation of all employees is essential for the success of this policy statement, however, the overall development, implementation and responsibility of the policy is placed with the Chief Executive, members of the Council and departmental directors.

Employees referred to in this document includes officers employed on full-time, part-time, job-share, casual or temporary basis, and all other persons who are acting on behalf of the council, including elected members and contractors.

#### Council Responsibility

We have a responsibility to our community and should act as a role model as a responsible employer of the Borough. In undertaking this we will endeavour to ensure that:

- all services, facilities and resources are accessible and useful to every citizen regardless of individual circumstances;
- no tolerance will be given to discrimination on the grounds of gender, age, race, colour, ethnic origin, religious belief, disability, marital status, sexual orientation or any other reason which cannot be shown to be justified.

#### Manager's Responsibility

It is every manager's responsibility to ensure that the promotion and continuation of equality in both employment and access to service provision are met, in addition managers are expected to:

- ensure that their services are, as far as practicable, responsive to different community and individual needs;

- meet particular, reasonable needs of individuals in our community who wish to access our services;
- be responsible for communicating this policy to all employees and ensuring that all employees are fully aware of their individual responsibilities and of the Council's legal responsibilities with regard to equal opportunities and make the Council's services available to everyone in the community.

#### Individual Responsibility

All employees have a general responsibility to comply with equality legislative codes of practice, and with the equality policies of the Council. They should also observe the Council's guidelines to ensure non-discriminatory conduct at work and in their relations with the Council's customers.

If an employee, in undertaking duties and responsibilities on the Council's behalf, witnesses a discriminatory incident, they have the duty of care to other employees and members of the public to challenge discriminatory behaviour and practice. Please refer to Section 12 - Making a Complaint on the Grounds of Equal Opportunities.

#### Section 5 - Equal Opportunities and the Law

We will endeavour to eliminate all discrimination, both direct and indirect, against everyone regardless of individual circumstances, in the promotion of our services and in the employment of our local community.

This policy has been developed within a framework of existing legislation and codes of practice.

The relevant Acts of Parliament relating to equal opportunities policy are:

- 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) Bill;
- Equal Pay Act 1970 and Amendments 1983;
- The Public Order Act 1986;
- Employment Act 1989;
- The Disability Discrimination Act 1995;
- Human Rights Act 1998;
- Protection from Harassment Act 1997;
- Part Time Worker Regulations 2000.

In addition, the council will comply with the following codes of practice relating to equal opportunities; including guidance available from:

- Equal Opportunities Commission;
- Commission for Racial Equality;
- Disability Rights Commission;
- ACAS : Advisory Conciliation and Arbitration Service;
- Disability Rights Code of Practice;
- Age Discrimination Code of Practice.



In the framing of this policy, we have also considered the implications and findings of the MacPherson inquiry into the death of Stephen Lawrence. All individual Council departments will take into account the appropriate legislation and act according to best practice for the development of the individual service equality policies and the continual evaluation and monitoring of the service delivery strategies.

We have also taken into account European and United Kingdom legislative frameworks regarding equal opportunities, employment and health and safety issues in formulating corporate personnel policies.

All managers and employees should be aware of the details and implications of other Council policies and ensure that the policies are adhered to in a non discriminatory manner to all employees and potential employees.

#### Valuing and managing diversity

As an authority we recognise the need for diversity in our approach to employment. Employing individuals from a wide range of backgrounds should enable the council to have a greater focus to meet customer needs over a broader area of issues and should provide the range of skills necessary to meet ever changing demands and agendas.

We will endeavor to ensure that we canvas as widely as possible for applications for jobs in order to establish a workforce that is genuinely representative of the local community and our customer base. Where necessary we will use positive action in order to ensure that the workforce is representative of the local community.

#### Positive Action

The council aims to ensure that the composition of the workforce at all levels broadly reflects that of the local community it serves, particularly in terms of gender, disability and ethnic origin.

Positive action is a term that is used for measures taken under Section 37 and 38 of the Race Relations Act 1976, which enables employers, training bodies, trade unions and employers associations to :

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

#### Positive Discrimination

Unlike positive action which is a proactive method of recruiting ethnic minorities or underrepresented groups to an organisation, positive discrimination is illegal. Positive discrimination is illegal regardless of whether it is practised against or in favour of a member of an ethnic group.

Managers should be aware of acts that would be construed to be positive discrimination when shortlisting and interviewing candidates, including :

- selecting a black or ethnic minority person or a woman irrespective of merit to give the organisation a good image;
- selecting a person simply because they are black or from an ethnic minority to create a racial balance;
- selecting a woman simply because she is a woman to achieve a balance of sexes.

### Genuine Occupational Qualification

This is a term used for appointments made under Section 5 (2)(d) of the Race Relations Act 1976. It provides that racial origin can be a genuine occupational qualification for a job in limited circumstances. Individuals can be selected for a job on racial grounds, for example, where a post is concerned with the provision of services for the welfare of individuals of particular racial groups, and these services can most appropriately be provided by a member of the specific racial group. Similarly, Section 7 of the Sex Discrimination Act 1975, provides that gender can also be classified in limited circumstances as a genuine occupational qualification.

### Section 6 - Access to Services

We will endeavour to ensure that our services are equally accessible to all people, free from prejudice and unfair discrimination and sensitive to the needs of all local communities. We will ensure that:

- we deliver services which are flexible and responsive, target appropriate needs and, wherever possible, remove barriers which may deny access;
- decision making is open and visible to members of the community (always respecting the confidentiality of individual cases and any legal restrictions);
- where we enter into contracts or tender for the provision of goods or services we require compliance with equalities legislation and good practice, as far as the law allows us to.

### Partnership

Where we enter into partnership with other organisations we will ensure that they have an equal opportunities policy and that we work together to ensure that services provided in partnership comply with this policy.

### Section 7 - Best Value

In reviewing our services through the standard best value procedure and methodology, equal opportunities will be assessed to ensure that no service unfairly discriminates against any members of our community. With regard to the 4Cs in the Best Value framework, equal opportunities will be;

Challenged	to ensure that design and delivery of a service will meet the needs of the whole community;
Consulted	to ensure that the consultation process is inclusive and accessible to all members of the community;
Compared	generic benchmarking standards will be used and integrated into the best value review procedures;
Competed	equal opportunities and Best Value should over time produce fairness and equality in service delivery across all services whether in house, contracted out or in partnership with other businesses or groups.

The Human Resource Management Division will continue to monitor Best Value performance indicators relating to equal opportunities and set targets, plans and policies in order to address any under representation in certain groups. This includes the monitoring of:

- BVPI 11a - The percentage of top 5% of earners that are women
- BVPI 11b - The percentage of top 5% of earners from black and minority ethnic communities
- BVPI 16 - Number of employees subject to the Disability Discrimination Act as a percentage of the total workforce
- BVPI 17 - Number of ethnic minority employees as a percentage of total workforce

## Section 8 - Employment and Training

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

- provide equality of employment opportunity to all applicants and prospective applicants by eliminating unfair discrimination from recruitment and selection procedures;
- eliminate unfair discrimination from the employment opportunities offered to existing employees, by ensuring that all employees are treated for promotion on the basis of their merits, abilities and skill and are given equal opportunities to progress within the Authority;
- eliminate unfair discrimination in the provision of training and development opportunities, so that all individuals can realise their full potential and contribute to the aims and objectives of the organisation;
- recognise that certain groups may experience discrimination in employment and will seek to take positive action when inequality becomes apparent;
- take positive action with a view to ensuring that our workforce at all levels reflects the communities it serves;
- educate all employees of this Policy of their right to protection from discrimination, harassment or victimisation;
- treat failure to comply with this Policy as a disciplinary offence.

### Training and Development Opportunities

We acknowledge that responsibility for the successful implementation of equality and opportunity in employment and service delivery lies with Members and employees. We will therefore, promote enhanced awareness of unfair discrimination or potentially discriminatory practice, attitudes and behaviour so that they can be identified and eliminated.

We will endeavour to ensure that everyone engaged in selection and promotion will undertake appropriate equal opportunities training. We will attempt to encourage all employees to undertake training relevant to their appointment and will ensure that no-one is refused access on the grounds identified in Appendix A. We will also ensure that all employees undertake relevant training in equal opportunities issues to raise the awareness, understanding and importance of equal opportunities in the work place and in service delivery.

We will also ensure that the content of all training courses reflects our commitment to equality of opportunity.

External training providers will be evaluated and assessed to ensure that the course material and the delivery of information complies with the details outlined in this policy.

### Equal Pay and Job Evaluation

We recognise the principles of the Equal Pay Acts of 1975 and 1984 and apply them to pay and other contractual matters and prohibit discrimination where men and women are doing :

- like work;
- work which has been rated as equivalent;
- work which is of equal value.

In applying the principals of the Equal Pay Acts, we are committed to promoting equal pay across all our jobs to both existing employees and to new employment opportunities. We operate a pay system which is based on objective criteria and free from bias. In the promotion of equal pay all managers will ensure that:

- where an existing job changes or additional duties become a requirement of the post, an evaluation of the post will be undertaken to ensure that the salary and grade awarded is correct, fair and non discriminatory to other posts;
- where a new position is created, the line manager and departmental director will produce a job description and the post will be evaluated prior to advertisement and approval. The evaluation will be based on the duties and responsibilities defined in the job description to ensure that a fair and accurate grade is applied;
- where a postholder is appointed to a newly created post, the jobholder will undertake a job evaluation interview six months from the start date to ensure that the post has been evaluated correctly as the post develops.

The Human Resource Management Division of Corporate Services will also ensure that:

- adequate and appropriate training and guidance is available for managers and supervisory staff involved in decisions on pay and benefits.

#### Section 9 - Action for the Way Forward

Our vision is of making Darlington "...a place where people want to live, work and are able to enjoy a high quality of life". Any form of discrimination that disadvantages particular groups of people, hinders progress towards this vision. It erodes the quality of life and is unacceptable and harmful to the community as a whole.

A series of aims and objectives have been adopted to guide everything that we do towards this vision. One of our aims is to "treat all individuals fairly, as a service organisation and an employer". Every Council department and employee has a part to play in responding to this aim in putting our equal opportunities commitment into practice.

Mainstreaming will require departments and services to set equal opportunities objectives and targets to ensure continuing improvement in equality performance year-on-year. The principle mechanisms for pursuing this improvement will be:

- Department and Service Plans (incorporating regular monitoring and reporting of performance within the Best Value regime);
- Best Value Service Reviews.

Every department will be responsible for developing and implementing an action plan for equality, through;

- establishing the needs and satisfaction levels of those using our services;
- identifying user needs in relation to access to information, for example, translation requirements, providing information in alternative formats, providing hearing loops etc.;
- taking into account the needs of service users when new services are planned.

Within each department's equality mainstreaming action planning process, priorities will be identified to monitor core services by age, disability, ethnicity and gender in order to:

- improve service take up;
- identify where changes can be made;
- better target resources to address need;
- feed equality data analysis into the departmental service planning process;
- demonstrate improvements.

#### Section 10 - Continuous Development

It is acknowledged that this policy is not a static document and that it will require ongoing review. Changes to the document may be required for a number of reasons including new legislation or through lessons learned as the policy becomes operational.

This policy should also not be used in isolation from other Council policies, guidelines and practices. Equal opportunities underpins the whole function of the Council in the way we operate and deliver our services to the local community.

The responsibility for updating and monitoring the success of the policy will lie with the Mainstreaming Equal Opportunities Group. This will be undertaken at least annually.

#### Section 11 - Making an Equal Opportunities Complaint

An employee or service user who feels they have not been fairly treated within the scope of this policy, should raise the matter through the Council's approved Grievance Procedure (for employees) or Feedback System (for service users).

Any act within the course of an individual employees employment, which is deemed to be unfairly discriminatory to another employee, a group or organisation, will be treated as potential gross misconduct under the Council's Disciplinary Procedures.

Any act of racial discrimination, including making derogatory remarks and harassment directed towards other employees or members of the public; including the giving of instructions to bring about pressure on other employees to discriminate, will be dealt with through the Council's Racial Equality Policy. All racial incidents should be reported using the Council's procedure for reporting racial incidents.

Possible Reasons for Discrimination

Services, facilities & resources should be accessible to everyone regardless of -

- Age
- Class
- Gender
- Sexual orientation
- Disability
- Unrelated criminal convictions
- Colour
- Race
- Ethnic origins
- Nationality
- Employment status
- HIV status
- Marital status
- Religious beliefs
- Political beliefs
- Trade Union activities
- Commitments as a carer
- Responsibilities for dependants

### **3. The Equality Standard**

#### **What will it do?**

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 equalities agenda is mainstreamed across departments and services.

The Standard was written to provide a common approach for dealing with race, gender and disability equality issues. Darlington Borough Council's understanding of the equalities agenda goes further. This standard will apply to preventing discrimination on all of the grounds described on page 14 of this document.

## **How does the standard help to modernise local government?**

The Government has committed itself through its modernising programme 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. The Standard is part of a process of harmonising and extending anti-discrimination legislation, which will eventually lead to the formation of a Single Equalities Commission.



## **What is it?**

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 equal opportunities policy.

## **Legislation 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 of 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.

### 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.

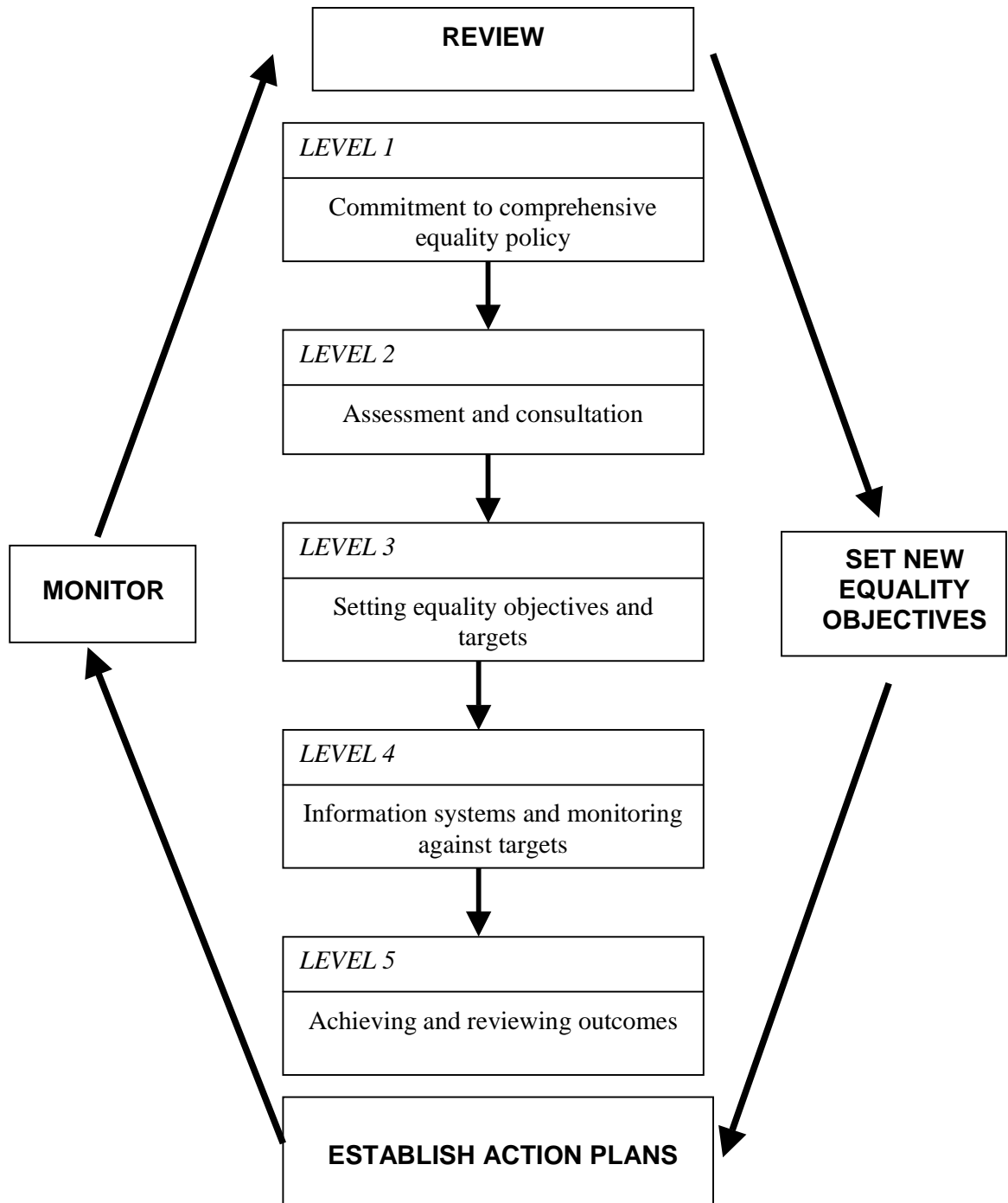
There is now a substantial legislative grounding for the development of corporate equalities plans.

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.

# Putting the Quality into Equality

## Continuous Improvement through Equality Management



### 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 a 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.

## **4. Leadership and Corporate Commitment**

### **Introduction**

Darlington Borough Council's corporate commitment to the equalities 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.
- A dedicated Equal Opportunities Member Scoping Group scrutinises social inclusion/equalities work.
- There is member endorsement of the clear linkage of corporate objectives to Darlington Partnership's community strategy theme, "Promoting Inclusive Communities".
- The appointment of a Policy Advisor (Social Inclusion) to the Chief Executive's Office signalled a corporate commitment to linking the equalities, diversity, community cohesion and social inclusion agendas.

Darlington Borough Council has recently changed the way that it deals with the equalities agenda, with the development of a Strategic Inclusion and an Inclusion Implementation Group. These groups replace 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 and secondarily to further this agenda in the borough. The development of a strategy will underpin this work.

The Strategic Inclusion Group needs to understand what the current situation with regard to achievements in social inclusion is and to articulate a vision of where we would like to be in the future. The strategy will be about identifying the steps we need to take to complete that journey.

Developing a strategy with properly costed actions is essential. This document can then be used to support bidding for internal and external funding.

In short, the group will:

- develop a position statement;
- articulate a vision;
- undertake a gap analysis;
- devise a costed strategy.

The draft 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 equality scheme into the corporate equalities plan.
- To share and promote good social inclusion practice both within the Council and partner organisations.
- To prepare strategies and plans that anticipate future equalities legislation.
- To liaise, as part of a two way process, with the delivery/implementation groups in order to further the social inclusion agenda at 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.

A first draft of the Social Inclusion Strategy was produced by the Strategic Inclusion Group in December 2003.

### **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 and Community Partnerships – Community Services

Gail Bowen, Assistant Director of Education (Inclusion)

Richard Horniman, Principal Economic Regeneration Officer – Development and Environment

Neville Simpson, Acting Assistant Director of Social Services (Finance and Performance)

## **Inclusion Implementation Group**

The draft 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 equality 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 at the Council and in Darlington.
- To set up subgroups to deliver particular pieces of work as appropriate.
- To be responsible for a number of corporate PIs, 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  
Marion Bynoe, Finance and Administration Manager – Community Services  
Dennis Watson, Head of Support Services – Development and Environment  
Ian Wilson, Head of Special Projects – Corporate Services  
Julian Kenshole, Performance and Development Manager - Education  
Maggie Swinden/Helen Whiting – HR Manager (Policy and Strategy) / Trainee HR Officer – Corporate Services  
Helen Armstrong, Children's Performance and Policy Manager – Social 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. In March 2004, each implementation team met to review the draft Corporate Equalities Review and Plan 2003/04 and to comment on the process for Equalities Impact Assessments.

## **5. Service Delivery and Customer Care**

### **Equality self-assessments: audit/analysis and scrutiny**

The following guidance and survey template was approved by the Social Inclusion Implementation Group in February, 2004. It has been further debated by our departmental inclusion implementation groups and will be the basis for pilot impact assessment work for selected front-line services in the Corporate Services Department.

## **Equality Impact Assessments**

### Equalities Impact Assessment Questionnaire

#### Guidance Notes

#### Background

Darlington Borough Council's Corporate Equalities Plan (CEP) sets out how the Council will work in accordance with the requirements of the Equality Standard for Local Government. The CEP incorporates the Council's Race Equality Scheme, which can be viewed at [www.darlington.gov.uk](http://www.darlington.gov.uk)

#### What is an Equalities Impact Assessment?

In the context of the Race Relations (Amendment) Act and the Equality Standard for Local Government, the impact assessment is a thorough and systematic analysis of how a service is provided and how it promotes, monitors and consults in relation to the equalities agenda.

#### Purpose of the Impact Assessment

The idea is to see how the policy framework within which we operate and the services we provide impact upon our customers and potential customers.

We need to determine (a) the extent of any differential impact on any group or individual of the delivery of that service, and (b) whether that impact is adverse, namely if it has a negative impact on any group or individual with regard to equality issues (e.g. race, gender, impairment, religion or belief, age, sexuality, geographical location or any other status).

Following the completion of the assessment, consideration should be given to what action will need to be taken to either more effectively achieve the promotion of equality of opportunity or mitigate any adverse impacts that have been identified.

In addition to the above, the impact assessment will help services identify where there are gaps in service provision affecting any communities of identity or interest. It will also help to identify areas of good practice that can be replicated elsewhere.

As a consequence of the impact assessment, services will be required to develop and incorporate equality action plans into their own departmental service plans to remedy any shortcomings in the way they deliver, promote, monitor and consult in respect of equalities issues. These action plans will represent a key outcome of the impact assessment process and will supplement the Council's existing commitments to the equalities and social inclusion agenda.

## Carrying out the Impact Assessment

Some of the work involved in completing the impact assessment may already have been undertaken in some form or another, but without reference to an equality dimension, and this will hopefully lessen the task of completing the impact assessment questionnaire.

Many services may also either already have relevant information that can assist them in the process of carrying out impact assessments and/or have carried out consultations with minority groups to help determine the way in which their services are delivered to the public. Additionally, some services may have already integrated equality monitoring as part of service delivery and regularly report the results in service/management reports. Such processes would be clear evidence of the steps already taken to mainstream equalities issues.

When completing the impact assessment, information might usefully be drawn from some of the following sources:

- Demographic data (including Census)
- Research from academic/professional/voluntary bodies
- Comparisons with other authorities
- Survey data
- (Ethnic) monitoring data
- Commissioned research
- Draft Social Inclusion Strategy for Darlington
- Darlington's Social Issues map.

For those services who have not done any of the above, carrying out the impact assessment will necessarily involve some work. It is also worth noting that any new services or functions should be the subject of an impact assessment to determine the impact of delivery of those new services on Darlington's communities of interest and identity.

Evidently, Darlington Borough Council is a large and complex organisation delivering many services and functions. Common sense and prioritisation will play a part in ensuring that our services are subjected to an appropriate level of scrutiny during this process.

## Race Relations (Amendment) Act 2000

Whilst the Race Equality Scheme has been subsumed within the Corporate Equality Plan, it is important, when conducting the impact assessment, that due reference is made to the requirements of the General and Specific Duties imposed by the Race Relations (Amendment) Act 2000 in order to ensure compliance with the legislation. Details of these duties are set out at Appendix A for information and reference.

## Disability Discrimination Act 1995

It is also important that due reference is made, when completing the impact assessment, to those assessments of organisational and individual requirements required for compliance with the Disability Discrimination Act. An outline summary of the provisions of the Act is attached at Appendix B.

## Employment Equality Regulations

There are a number of Regulations which cover the field of employment only:-

- Sex Discrimination Act 1975
- Race Relations Act 1976 (supplemented in Public Bodies by the Race Relations (Amendment) Act 2000)
- Sex Discrimination (Gender Reassignment) Regulations 1999
- Employment Equality (Sexual Orientation) Regulations 2003
- Employment Equality (Religion or Belief) Regulations 2003

Whilst the regulations outlaw direct discrimination, indirect discrimination, harassment and victimisation in recruitment, employment and training, where appropriate, reference should also be made to these regulations in conducting an impact assessment on service delivery to meet the requirements of the Corporate Equality Plan. Further information can be found at [http://www.dti.gov.uk/er/equality/eeregs\\_a.htm](http://www.dti.gov.uk/er/equality/eeregs_a.htm)

## Definitions

Some guidance on defining the equalities issues is set out on page 39.

Schedule for Equalities Impact Assessment

The corporate approach to impact assessments will be piloted by local taxation (in Corporate Services) during May 2004.

Department/Service	Year 1 Service Areas	Year 2 Service Areas	Year 3 Service Areas
<b>Chief Executive's Office</b>	<ul style="list-style-type: none"> <li>• Community Strategy</li> <li>• Complaints Procedure</li> <li>• Communication with Members of the Public</li> </ul>	<ul style="list-style-type: none"> <li>• BVPP</li> </ul>	
<b>Corporate Services</b>	<ul style="list-style-type: none"> <li>• Staff Awareness</li> <li>• Recruitment and Selection Procedures</li> <li>• Induction</li> <li>• Policies</li> <li>• Youth Training</li> </ul>	<ul style="list-style-type: none"> <li>• Employment Advice/Tribunals</li> <li>• Customer Services including reception and post room</li> <li>• Town Hall switchboard</li> </ul>	
<b>Community Services</b> Housing	<ul style="list-style-type: none"> <li>• Publishing Information</li> <li>• Community Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Management/Housing Allocations/Homeless</li> <li>• Housing Benefit and Assessment</li> <li>• Warden Services</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Strategy Development</li> </ul>
Leisure and Catering	<ul style="list-style-type: none"> <li>• Creating Strategies</li> <li>• Consultation and Participation</li> <li>• Funding Organisations</li> <li>• Sponsorship Services</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of Services</li> </ul>	<ul style="list-style-type: none"> <li>• Designing and Planning Facilities</li> </ul>



Department/Service	Year 1 Service Areas	Year 2 Service Areas	Year 3 Service Areas
<b>Social Services</b> Adult Services  Children's Services  Mental Health Services  Complaints and Representation	<ul style="list-style-type: none"> <li>Assessing need/care planning</li> </ul>	<ul style="list-style-type: none"> <li>Determining level of assessment</li> <li>Implementing care plan/monitoring/reviewing/protecting from abuse</li> </ul>	<ul style="list-style-type: none"> <li>Publishing Information</li> </ul>
	<ul style="list-style-type: none"> <li>Needs Assessments</li> <li>Preventative services</li> </ul>	<ul style="list-style-type: none"> <li>Promote welfare of children</li> </ul>	<ul style="list-style-type: none"> <li>Published Information</li> </ul>
	<ul style="list-style-type: none"> <li>Provide local point of access to Health and Social Services for specialist assessment/delivery of care to people with mental health problems</li> <li>Respond effectively to all referrals including self referrals</li> <li>Provide social care services which include assessments of social care needs for people with Mental Health problems</li> </ul>		
		<ul style="list-style-type: none"> <li>Complaints and representations service</li> </ul>	

Department/Service	Year 1 Service Areas	Year 2 Service Areas	Year 3 Service Areas
Contracts	<ul style="list-style-type: none"> <li>• Contracting</li> </ul>		
<b>Education</b> Pupil Support	<ul style="list-style-type: none"> <li>• Provide advice and guidance to schools on raising standards for children from ethnic minority groups and combating racism</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting attendance in schools</li> <li>• Supporting Children Looked After/In Public Care</li> <li>• Supporting Ethnic Groups and Travellers</li> <li>• Monitoring of Exclusion</li> </ul>	
Learning and Development Service		<ul style="list-style-type: none"> <li>• Provision of advice and guidance to schools on raising standards for individual and groups of pupils with special educational needs</li> <li>• Provision of advice and guidance to families of children with special educational needs</li> <li>• Provision of a direct service to children with a language other than English</li> </ul>	

Department/Service	Year 1 Service Areas	Year 2 Service Areas	Year 3 Service Areas
Library Service	<ul style="list-style-type: none"> <li>• Provision of books and other materials for loan/reference</li> <li>• Provision of information</li> <li>• Provision of specialist materials and services to those with special needs</li> <li>• Promoting access to learning opportunities</li> <li>• Promoting social inclusion</li> </ul>		
Early Years		<ul style="list-style-type: none"> <li>• Recruitment and Training of childcare and early education providers</li> </ul>	
Special Educational Needs	<ul style="list-style-type: none"> <li>• Provide information and support to parents of children with special educational needs</li> </ul>	<ul style="list-style-type: none"> <li>• Meet LEA statutory responsibility to identify and assess children with special educational needs</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor pupil progress and use of resources to assess raised attainment and value added</li> </ul>
Lifelong Learning	<ul style="list-style-type: none"> <li>• Promotion of lifelong learning and widening participation</li> </ul>		
Client Services		<ul style="list-style-type: none"> <li>• Asset Management</li> </ul>	

<b>Department/Service</b>	<b>Year 1 Service Areas</b>	<b>Year 2 Service Areas</b>	<b>Year 3 Service Areas</b>
Admissions			<ul style="list-style-type: none"> <li>• Consultation with Ethnic Minority Groups</li> </ul>
Education Personnel	<ul style="list-style-type: none"> <li>• Provide advice, guidance, assistance in relation to the Local Education Authority's personnel needs</li> </ul>		
Community Education	<ul style="list-style-type: none"> <li>• Provision of mobile provision</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of project work</li> </ul>	
School Effectiveness			<ul style="list-style-type: none"> <li>• To challenge schools to improve their performance</li> </ul>
<b>Development and Environment Planning Services</b>		<ul style="list-style-type: none"> <li>• Ensure all staff involved in the delivery of the service receive training so that they are aware of the issues surrounding Race Equality</li> <li>• Economic Regeneration</li> <li>• Public Protection</li> <li>• Administration</li> </ul>	

Guidance and Support

Should officers require any further guidance or information in connection with the completion of the impact assessment, they should contact David Plews, Policy Advisor (Social Inclusion) on 01325 388023 or at david.plews@darlington.gov.uk

Race Relations (Amendment) Act 2000

The Race Relations (Amendment) Act 2000 imposes a duty on all local councils to promote race equality in all their functions. The aim of the duty is to place race equality at the centre of all council functions and policies. This includes policy making, service delivery, employment practice, regulations and enforcement.

General Duty

The Race Relations (Amendment) Act 2000 states that in carrying out their functions, public bodies shall have due regard to the need:

- To eliminate unlawful racial discrimination
- To promote equality of opportunity
- To promote good relations between people of different racial groups.

The Act also states that:-

‘It is unlawful for a public authority in carrying out any functions of the authority to do any act which constitutes discrimination’.

Specific Duties

The purpose of the specific duties is to help public bodies comply with the General Duty. Local authorities are required to take the following actions:

- Monitor existing functions and policies for any adverse impact and act on the results;
- Conduct assessments of the potential impact of proposed policy related to any of the prioritised functions and policies and consult;
- Publish results of the monitoring, of impact assessments and consultations;
- Ensure that all sections of the community have access to information about council services and access to the services they require;
- Train staff responsible for managing and delivering the racial equality scheme, and;
- Employment – Monitoring staff in post; applicants for jobs, applicants for training, applicants for promotion, employees who receive training, employees who suffer a detriment or benefit as a result of performance assessment, employees who lodge grievances or who are subject to disciplinary action, those who cease employment with the council.

Disability Discrimination Act 1995

The Disability Discrimination Act 1995 is a major piece of legislation that aims to end discrimination faced by many disabled people. The Act gives disabled people rights in the areas of:

- Employment
- Access to Goods, Facilities, Services and Premises
- Buying or Renting Land or Property.

The employment rights and first rights of access came into force on 2 December 1996. Further rights of access came into force on 1 October 1999 and the final rights of access will come into force in October 2004. The Act also allows the Government to set minimum standards so that disabled people can use public transport easily.

For the purposes of the Act, a disabled person is someone with ‘a physical or mental impairment which has a substantial and long term adverse effect on his ability to carry out normal day to day activities’. Statutory guidance issued under Section 3 of the Act gives more information on matters to be taken into account in determining questions relating to the definition of disability.

Many of the functions undertaken by the Council will be affected by the provisions of the Disability Discrimination Act 1995 and it is important, therefore, that staff are aware of the implications of the legislation when completing the equalities impact assessment questionnaire. Codes of Practice drawn up to accompany the legislation give useful information and guidance on the provisions of the Act (e.g. with regard to employment and access issues).

Further information about the Disability Discrimination Act 1995 and the Codes of Practice can be found on the following websites:-

The Disability Rights Commission website at [www.drc-gb.org](http://www.drc-gb.org)

The Disability Unit of the Department of Work and Pensions website at [www.disability.gov.uk](http://www.disability.gov.uk)

Definitions

Gender

The Sex Discrimination Act 1975 ensures that no person is treated less favourably because of his or her gender or because he or she is married.

The Sex Discrimination (Gender Reassignment) Regulations 1999 outlaw direct discrimination against transsexuals on the grounds of “gender reassignment”.

Gender Reassignment

A process which is undertaken under medical supervision for the purposes of reassigning a person’s sex by changing physiological or other characteristics of sex, and includes any part of such a process.

Transvestite

An individual who wears the clothing of the opposite gender to express their feminine/masculine side, or for relaxation. Also known as cross-dressing.

Transgender

An individual who appears as, wishes to be considered as or has undergone surgery to become a member of the opposite sex.

Transsexual

An individual who believes that their apparent gender is not their actual gender and may seek gender reassignment surgery to alter their body to meet their belief. Transsexuals may appear similar to transvestites, but have a different intent.

For the purposes of completing the impact assessment, consideration ought to be given, in the first instance for example, to the arrangements made (or which could be made/agreed upon), regarding the use of toilets and any other gender specific facilities.

Race

To ensure that no person is treated less favourably because of his or her race defined as colour, ethnic origin or national origin or nationality (including citizenship).

Sexuality

The Employment Equality (Sexual Orientation) Regulations 2003 ban discrimination in employment and vocational training on grounds of sexual orientation. Sexual orientation is defined as an orientation towards:

- Persons of the same sex (lesbians and gay men)
- Persons of the opposite sex (heterosexuals)
- Persons of the same sex and opposite sex (Bisexuals).

It does not cover sexual practices such as sado-masochism and paedophilia.

## Religion or Belief

This area presents, perhaps, the greatest difficulty in terms of providing a definition, not least because of the close links/overlaps in some instances with culture and race/ethnicity.

The Employment Equality (Religion or Belief) Regulations 2003 ban discrimination in employment and vocational training on grounds of religion or belief. Under the regulations, religion is defined as being ‘any religion, religious belief, or similar philosophical belief’. This does not include any philosophical or political belief unless that belief is similar to a religious belief. Courts and tribunals may consider a number of factors when deciding what is a ‘religion or belief’ (e.g. collective worship, clear belief system, profound belief affecting way of life or view of the world’).

For the purposes of completing the impact assessment, consideration ought to be given to a range of factors, examples of which are set out below. It is recognised, however, that whilst knowledge of the central tenets of those religions most likely to be encountered would help ensure that appropriate provision is made with regard to the delivery of and access to services, such knowledge might not necessarily be held.

- Is provision made, when dealing with customers, for them to be dealt with, if requested, by persons of the same sex?
- Does the way in which your service is delivered restrict access to certain religious groups that have days of religious observance restricting or preventing them accessing services on those days?
- Is your service delivered in locations or environments that might preclude or restrict access to certain religious groups?

## Culture

This area is also not easy to define, but a person’s culture is likely to be influenced by a whole range of factors and in many instances might be unique to an individual. These factors could include:

- Place of birth/origin
- Upbringing
- Economic status
- Educational history
- Marital/family status
- Religion/religious beliefs
- Sexual orientation
- Language spoken.



Equalities Impact Assessment Questionnaire

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

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

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)				

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?**

<b>Group</b>	<b>Yes</b>	<b>No</b>	<b>If yes, please give evidence (Who? When? What were the outcomes)</b>	<b>If no, what consultation do you plan to do and by when?</b>
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)				
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?**

--

## **Equality-proofing Darlington Partnership's Community Strategy**

Darlington Partnership's Community Strategy is informed by five guiding principles:

- Opportunity
- Ambition
- Quality
- Accountability
- Sustainability

With regard to "equality of opportunity", the strategy is unambiguous:

"In achieving our vision, we will adopt an approach where there is opportunity for all. [This means] valuing individuals, recognising the needs of everyone, addressing inequalities and providing all with equal access to services and opportunities."

This commitment to equalities is backed up by a formally adopted equal opportunities policy.

This commitment is further supported in one of the strategy's eight connecting themes:

"Promoting Inclusive Communities". This theme is focused on four key outcomes:

- Narrowing the social inequalities gap
- Building cohesive and confident communities
- Increasing public involvement
- Improving access to services

There are performance indicators aligned to each.

The strategy states:

"Darlington Partnership will seek to ensure that all residents of the borough have an equal chance to succeed in life and are not disadvantaged by poverty, disability, race, gender, family circumstances or by where they live".

The Partnership's Health Improvement and Social Inclusion Themed Group is also supporting the development of a Social Inclusion Strategy for Darlington. The strategy will identify those people in Darlington who are at risk of suffering or are actually suffering discrimination and disadvantage, and deliver specific actions to reduce this risk.

The Chief Executive of the Partnership has undergone the Council's programme of equalities training for managers. The Partnership's two other staff will undergo a specific equality training session designed for employees.

Following a discussion between the Chief Executive and the Chairman of the Partnership, the Chief Executive will take a paper to the May 2004 meeting of the Darlington Partnership board to map the way ahead for performance improvement in equalities. The Partnership will also pilot Darlington Borough Council's approach to Equalities Impact Assessment.

The Partnership will work with Darlington Borough Council on the development of induction packs and informal job descriptions for those wishing to become involved in the activities of the themed groups. This process will help to make the process of selecting and recruiting individuals more transparent.

## **Equality-proofing Darlington Borough Council's partnership arrangements (includes procurement function)**

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 contains 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 Contractors 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 Freedom 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	<p><u>Statement</u></p> <p>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.</p>	
4.2	<p>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?</p>	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>
4.3	<p>In the last three years, has any Court or Employment Tribunal made any finding of unlawful discrimination against your organisation?</p>	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>
4.4	<p>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</p>	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>
4.5	<p>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)</p>	

4.6	Is your policy on Equal Opportunities set out:	
	in instructions to those concerned with recruitment, training, promotion, discipline and dismissal?	Yes <input type="checkbox"/> No <input type="checkbox"/>
	in documents available to employees, recognised trade unions or other representative groups of employees?	Yes <input type="checkbox"/> No <input type="checkbox"/>
	in recruitment advertisements or other literature?	Yes <input type="checkbox"/> No <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"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	
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4.8	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?	Yes <input type="checkbox"/> No <input type="checkbox"/>
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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.

## **6. Employment and Training**

### **Mechanisms for responding to Harassment in Employment Terms**

Darlington Borough Council has well-defined procedures in place for dealing with harassment in terms of employment.

The Council has recently amended its Anti-Harassment and Bullying Policy and has also developed guidance for employees and managers. All documents have been developed in consultation with UNISON representatives and have been agreed by the Corporate Management Team (CMT) and with staff and other unions recognised in the Council via the Joint Consultative Committee (JCC).

The Council has twenty employees assigned as 'Listening Officers' who have received relevant training to be able to deal with harassment in the first instance. A breakdown of these officers in terms of race, disability and gender is available from Human Resources. HR Managers from each department have also been briefed in operating the revised procedures in their departments. As such, they are able to advise managers on how to operate the policy as and when necessary.

## **Fair Employment and Equal Pay Policy/Equal Pay Review**

In terms of fair employment, Darlington Borough Council constantly checks employment policies to ensure that they are fair in terms of diversity and in line with legislation. For example, in the 2003/04 financial year, HRM Division has reviewed and amended the Council's Maternity, Paternity and Adoption schemes; Anti-Bullying and Harassment Policy and has changed employment and training procedures to incorporate the legislation relating to sexual orientation and religion or belief. The Council is also working with representatives from UNISON and Darlington and Durham County Racial Equality Council to update the Equal Opportunities Policy, Racial Equality Policy and Guidelines for Reporting and Dealing with Suspected Racial Incidents.

The Council is currently undertaking a job evaluation exercise. The job evaluation interview stage was completed across all departments at the end of 2002. A sub-group of the Job Evaluation Steering Group has now been established to undertake the 'sorethumbing' process in order to refine the data collected to date in terms of inconsistencies for all posts across the Council. The group comprises the Head of Human Resource Management, the HR Manager Policy & Strategy, the UNISON Branch Secretary, a management representative and the two job analysts.

A detailed timetable has been developed. It is planned that the initial 'sorethumbing' process will be completed in early May 2004. After this date, the job evaluation team will meet with directors/second tier officers to further refine the data. This stage of the process will involve revisiting some evaluations, as well as determining market forces and retention issues which may need to be accommodated. It is envisaged that this stage of the process will be completed by August 2004.

The next stage of the process will be to arrive at an appropriate, costed pay spine and gradings within it. This will be done through pay modelling using 'Link' pay modelling software. The job evaluation team has recently received training on how to operate the software. When the Council's current payroll data and job evaluation scores are entered into the system, various options and possible outcomes will be able to be costed. Pay protection arrangements will also need to be agreed before pay modelling can be finalised.

In developing and prior to finalising the Council's eventual pay structure, it will be necessary to develop a pay policy. In doing so, the Council will consider key issues such as equality and single spinal point salaries versus grading bands, as well as looking at other issues such as performance related pay, incremental progression and market forces.

To inform the drafting of a pay policy, the Council will gather information on all its current practices and procedures relating to pay, which will involve undertaking a full equal pay audit. This will identify any discriminatory practices in relation to pay.



When all the above processes are complete, the Council will be at a stage to move into detailed negotiations on single status and job evaluation, with a view to being ready for full implementation by April 2005.

## Equality Assessment of Local Labour Market Area

The Council has gathered information on the labour market in Darlington, including equality issues. This has been provided by the Tees Valley Joint Strategy Unit and is attached below. The Council has been advised to await further guidance from the Employers Organisation before progressing this area in relation to the attainment of subsequent levels of the Equality Standard for Local Government.

December 2003

Information & Forecasting Group

JSU-XX/03

### Darlington Economic Profile - Tables

The following tables were undertaken as a specific request from Darlington Borough Council Economic Regeneration. Commentary is not included except for notes relating to specific tables where explanation or definition was necessary.

#### **Population and Demography**

Post 2001 Census, the best source of district level population data is the Registrar General's estimates. These are official figures.

Table 1 Population and Households

	Population Mid-2002	Area (hectares)	Population Density (persons per hectare 2002)	Number of Households 2001 Census
<b>Darlington</b>	<b>97,900</b>	<b>19,747</b>	<b>5.0</b>	<b>42,300</b>
Hartlepool	88,200	9,386	9.4	37,400
Middlesbrough	133,900	5,387	24.9	55,200
Redcar & Cleveland	139,400	24,490	5.7	57,400
Stockton-on-Tees	179,700	20,390	8.8	73,000
Tees Valley	639,100	79,400	8.0	265,300
North East	2,513,300	857,319	2.9	1,066,300
England & Wales	52,455,300	15,101,270	3.5	21,660,500

*Source : Registrar General/2001 Census.*

Table 2 Population within 10, 20 and 30 miles of Darlington

	Total Population	Population of Working Age
within 10 miles	218,000	132,000
within 20 miles	1,078,000	657,000
within 30 miles	1,736,000	1,060,000

*Source : ONS/JSU.*

Table 3 Population by Age Group - Darlington

Age Group	Number	%
under 5	5,700	5.8
5 to 16	15,400	15.7
17 to 24	8,100	8.3
25 to 44	27,800	28.4
45 to retirement	21,600	22.1
retirement and over	19,300	19.7
total	97,900	100

*Source : TVJSU.*

Table 4 Certain Characteristics of Darlington from 2001 Census

	<b>Darlington</b>	Tees Valley	North East	National
% People with a health problem	<b>20.4</b>	21.8	22.7	18.2
% Single Parent Households	<b>7.5</b>	8.1	7.4	6.5
% Households with No Car	<b>31.2</b>	34.2	35.9	26.8
% Households Owner-occupied	<b>71.7</b>	67.9	63.6	68.9
% Social Housing	<b>18.1</b>	23.4	27.7	19.2
% Ethnic Minorities (non-white population)	<b>2.1</b>	2.8	2.4	9.1

*Source : 2001 Census of Population*

Table 5 Economic Activity (2001 Census)

	People Aged 16-74	% of people aged 16-74 :					
		Economically active	Full-time employed	Part-time employed	Self-employed	Unemployed	Full-time student
<b>Darlington</b>	<b>70,082</b>	<b>65.7</b>	<b>40.3</b>	<b>13.2</b>	<b>6.3</b>	<b>4.0</b>	<b>1.9</b>
Hartlepool	63,219	59.2	34.2	13.3	4.3	5.5	1.9
Middlesbrough	96,112	58.1	31.8	13.2	3.9	6.2	3.0
Redcar & Cleveland	100,045	59.9	35.0	13.0	4.8	5.2	1.9
Stockton-on-Tees	129,355	64.0	38.3	13.6	4.9	5.0	2.2
Tees Valley	458,813	61.5	36.0	13.3	4.8	5.2	2.2
North East	1,831,354	61.4	37.4	11.9	5.3	4.5	2.3
England & Wales	37,607,438	66.7	40.6	11.8	8.3	3.4	2.6

Source - Office for National Statistics - 2001 Census data is Crown Copyright

Table 6 Socio-economic classification - All persons - 2001 Census

	People Aged 16-74	% of people aged 16-74 :								
		Professional & Managerial	Intermediate/own account-workers	Lower supervisory/technical	Semi-Routine Occupations	Routine Occupations	Never worked	Long-term unemployed (before 2000)	Full-time Students	Not Classified
<b>Darlington</b>	<b>70,082</b>	<b>24.2</b>	<b>15.3</b>	<b>8.1</b>	<b>13.3</b>	<b>10.3</b>	<b>2.8</b>	<b>1.4</b>	<b>4.6</b>	<b>20.1</b>
Hartlepool	63,219	17.5	11.8	8.7	14.1	12.5	3.9	2.0	5.3	24.1
Middlesbrough	96,112	17.7	11.4	7.6	13.3	11.5	5.4	2.4	8.8	21.9
Redcar & Cleveland	100,045	18.9	12.0	9.7	13.2	11.4	3.5	1.9	5.2	24.1
Stockton-on-Tees	129,355	23.1	13.1	8.7	12.8	10.7	3.2	1.8	6.0	20.5
Tees Valley	458,813	20.4	12.7	8.6	13.2	11.2	3.8	1.9	6.1	22.0
North East	1,831,354	20.7	13.7	7.9	12.7	11.2	3.3	1.6	6.8	22.1
England & Wales	37,607,438	27.1	16.4	7.2	11.7	9.1	2.7	1.0	7.0	17.9

Source - Office for National Statistics - 2001 Census data is Crown Copyright

Employment - Tables 8-14 contain data which relates to people working in Darlington (ie not necessarily residents). The figures are derived from the Annual Business Inquiry.

Table 7 Employment Change in Darlington by Major Industry Group 1997 - 2001

	1997	2001	Change 1997-2001 %
Primary Industries	500	200	-60
Manufacturing	6,600	6,200	-6
Construction	1,600	3,400	112
Service Industries Includes :	36,200	37,600	4
Distribution, hotels etc	11,000	12,900	17
Transport & comms	4,900	5,300	8
Banking, finance etc	8,200	6,500	-21
Public admin	10,300	11,100	8
Other services	1,700	1,800	6
Total	44,800	47,400	6

*Source : Annual Business Inquiry (NOMIS)*

Table 8 Change in Employees in Employment 1997-2001

	All Industry Groups	
	Employees 2001	% Change 1997-2001
<b>Darlington</b>	<b>47,400</b>	<b>6</b>
Hartlepool	30,900	6
Middlesbrough	55,900	-2
Redcar & Cleveland	40,700	-9
Stockton-on-Tees	76,400	4
Tees Valley	251,300	1
North East	973,900	4
Great Britain	25,456,400	7

*Source: Annual Business Inquiry (NOMIS)*

Table 9 Percentage Distribution of Employment By Industry Group  
2001

	<b>Darlington</b>	Tees Valley	North East	Great Britain
Primary Industries	<b>0.4</b>	1.6	1.5	1.8
Manufacturing	<b>13.1</b>	15.7	16.4	14.2
Construction	<b>7.2</b>	6.3	6.0	4.5
Service Industries	<b>79.3</b>	76.4	76.1	79.5
Includes :				
Distribution, hotels etc	<b>27.2</b>	22.9	21.8	24.3
Transport & comms	<b>11.2</b>	6.3	5.5	6.1
Banking, finance etc	<b>13.7</b>	11.8	13.4	19.6
Public admin	<b>23.4</b>	28.7	29.9	24.3
Other services	<b>3.8</b>	6.7	5.5	5.2
Total	<b>100</b>	100	100	100

*Source : Annual Business Inquiry (NOMIS)*

Table 10 Percentage Distribution of Employment By Industry Group 2001

	<b>Darlington</b>	Hartlepool	Middlesbrough	Redcar & Cleveland	Stockton-on-Tees
Primary Industries	<b>0.4</b>	2.6	0.4	3.7	1.8
Manufacturing	<b>13.1</b>	17.8	6.1	24.6	18.6
Construction	<b>7.2</b>	5.8	6.6	3.9	6.9
Service Industries	<b>79.3</b>	73.8	86.9	67.8	72.7
Includes :					
Distribution, hotels etc	<b>27.2</b>	23.0	22.9	21.1	21.3
Transport & comms	<b>11.2</b>	5.2	5.2	5.7	5.1
Banking, finance etc	<b>13.7</b>	7.4	11.8	9.3	13.7
Public admin	<b>23.4</b>	33.7	40.4	27.3	22.0
Other services	<b>3.8</b>	4.5	6.6	4.4	10.6
Total	<b>100</b>	100	100	100	100

*Source : Annual Business Inquiry (NOMIS)*

Table 11 Employment by Area and Type - % 2001

	<b>Darlington</b>	Tees Valley	North East	Great Britain
Males full-time	<b>43.0</b>	44.4	44.4	43.8
Males part-time	<b>6.1</b>	6.2	6.1	7.3
Females full-time	<b>24.7</b>	22.5	24.7	25.4
Females part-time	<b>26.2</b>	26.9	24.8	23.5
Total	<b>100</b>	100	100	100

*Source : Annual Business Inquiry (NOMIS)*

Table 12 Employment Distribution % 2001 By Area and Type

	<b>Darlington</b>	Hartlepool	Middlesbrough	Redcar & Cleveland	Stockton-on-Tees
Males full-time	<b>43.0</b>	41.4	37.6	47.8	49.7
Males part-time	<b>6.1</b>	6.1	7.5	5.7	5.8
Females full-time	<b>24.7</b>	24.3	23.9	19.5	20.9
Females part-time	<b>26.2</b>	28.2	31.0	27.0	23.6
Total	<b>100</b>	100	100	100	100

*Source : Annual Business Inquiry (NOMIS)*

Table 13 Employment Distribution by Size of Unit % 2001 By Area

Unit Size	<b>Darlington</b>	Tees Valley	North East	Great Britain
1-10 employees	<b>78.2</b>	77.5	78.0	83.2
11-49 employees	<b>16.7</b>	16.9	17.0	13.0
50-199 employees	<b>4.0</b>	4.6	4.1	3.1
200 or more employees	<b>1.1</b>	1.0	0.9	0.7
Total	<b>100</b>	100	100	100
total number of units	<b>3,076</b>	16,255	65,271	2,168,711

*Source : Annual Business Inquiry (NOMIS)*

Table 14 Employment Distribution by Size of Unit % 2001 By Area

Unit Size	Darlington	Hartlepool	Middles- brough	Redcar & Cleveland	Stockton on Tees
Under 25 Employees	<b>78.2</b>	77.7	76.2	78.6	77.2
25-99 Employees	<b>16.7</b>	15.8	18.3	17.0	16.4
100-499 Employees	<b>4.0</b>	5.8	4.5	3.7	5.2
Over 500 Employees	<b>1.1</b>	0.8	1.0	0.7	1.2
Total	<b>100</b>	100	100	100	100
total number of units	<b>3,076</b>	1,978	3,450	3,086	4,665

Source : Annual Business Inquiry (NOMIS)

Self-Employed - data on residents who are were self-employed at time of 2001 Census.

Table 15 Self-employed - percentage of people aged 16-74 (with rankings of all English districts.)

	Self employed			
	1991 Census		2001 Census	
	%	Rank*	%	Rank*
Darlington	5.8	299	6.3	290
Hartlepool	4.1	347	4.3	348
Middlesbrough	3.6	352	3.9	353
Redcar & Cleveland	4.1	343	4.8	337
Stockton-on-Tees	4.3	341	4.9	335
Tees Valley	4.3	-	4.8	-
North East	4.7	-	5.3	-
England & Wales	7.8	-	8.3	-

\* Rank - of 354 English unitary authorities/districts with highest percentage ranked Number 1.

Source: ONS



Table 16 VAT - Registrations 1996 - 2002

	1996	1997	1998	1999	2000	2001	2002
<b>Darlington</b>	<b>215</b>	<b>175</b>	<b>245</b>	<b>215</b>	<b>205</b>	<b>210</b>	<b>190</b>
Hartlepool	105	115	130	115	105	120	105
Middlesbrough	170	200	180	195	220	205	170
Redcar & Cleveland	165	160	150	165	155	145	140
Stockton-on-Tees	310	255	325	295	325	300	275
Tees Valley	965	905	1,030	985	1,010	980	880
North East	4,145	4,195	4,215	4,255	4,375	4,110	4,200
Great Britain	167,215	183,680	183,745	177,700	180,565	171,010	172,335

*Source : ONS.*

Table 17 VAT -De-Registrations 1996 - 2002

	1996	1997	1998	1999	2000	2001	2002
<b>Darlington</b>	<b>215</b>	<b>225</b>	<b>175</b>	<b>190</b>	<b>190</b>	<b>255</b>	<b>220</b>
Hartlepool	155	125	115	100	120	135	110
Middlesbrough	170	170	205	175	165	185	205
Redcar & Cleveland	160	135	195	145	145	185	160
Stockton-on-Tees	320	265	255	295	275	350	310
Tees Valley	1,020	920	945	905	895	1,110	1,005
North East	4,190	3,970	3,955	3,995	3,935	4,405	4,120
Great Britain	151,380	148,675	150,240	156,750	161,750	163,650	172,870

*Source : ONS.*

Table 18 VAT -Stocks 1996 - 2003 (at beginning of financial year - April)

	1996	1997	1998	1999	2000	2001	2002	2003
<b>Darlington</b>	<b>2,105</b>	<b>2,105</b>	<b>2,055</b>	<b>2,125</b>	<b>2,150</b>	<b>2,160</b>	<b>2,115</b>	<b>2,085</b>
Hartlepool	1,255	1,205	1,195	1,210	1,225	1,210	1,195	1,195
Middlesbrough	1,805	1,805	1,840	1,815	1,835	1,890	1,910	1,870
Redcar & Cleveland	1,805	1,805	1,830	1,785	1,800	1,815	1,775	1,755
Stockton-on-Tees	2,930	2,920	2,905	2,980	2,975	3,025	2,975	2,945
Tees Valley	9,900	9,840	9,825	9,915	9,985	10,100	9,970	9,850
North East	42,900	42,855	43,080	43,340	43,600	44,040	43,745	43,825
Great Britain (000s)	1,575.1	1,590.9	1,625.9	1,659.4	1,680.4	1,699.2	1,706.5	1,706.0

Source : ONS.

Table 19 VAT -Stock Ratios per 1,000 resident population 1996 - 2003  
(at beginning of financial year - April)

	1996	1997	1998	1999	2000	2001	2002	2003
<b>Darlington</b>	<b>21</b>	<b>21</b>	<b>20</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>
Hartlepool	14	13	13	13	13	13	13	14
Middlesbrough	13	13	13	13	13	14	14	14
Redcar & Cleveland	13	13	13	13	13	13	13	13
Stockton-on-Tees	16	16	15	15	14	13	13	16
Tees Valley	15	15	15	15	15	15	14	15
North East	16	16	16	16	16	16	16	17
Great Britain	27	27	27	28	28	28	28	28

Source : ONS.

Table 20 Employment by Occupation - 2001 Census

	People Aged 16-74 in employment	% people aged 16-74 in employment working as/in :							
		Professional & managerial	Associate professional & technical	Admin & secretarial	Skilled trades	Personal service occupations	Sales and customer services	Process plant & machine operatives	Elementary Occupations
<b>Darlington</b>	<b>42,992</b>	<b>23.6</b>	<b>12.6</b>	<b>12.6</b>	<b>12.3</b>	<b>7.0</b>	<b>10.4</b>	<b>8.9</b>	<b>12.6</b>
Hartlepool	33,762	17.7	11.8	10.7	14.2	7.7	10.4	12.9	14.7
Middlesbrough	49,317	18.8	12.2	11.9	12.1	8.9	10.1	10.2	15.9
Redcar & Cleveland	54,295	19.2	12.3	11.6	14.1	8.3	8.9	11.7	13.9
Stockton-on-Tees	75,904	22.8	13.4	12.2	11.9	7.3	9.4	10.2	12.7
Tees Valley	256,270	20.8	12.6	11.9	12.8	7.8	9.7	10.7	13.8
North East	1,032,968	21.1	12.5	12.8	12.3	7.6	9.5	10.7	13.6
England & Wales	23,627,754	26.3	13.8	13.3	11.6	6.9	7.7	8.5	11.9

*Source - Office for National Statistics - 2001 Census data is Crown Copyright*

Table 21 Unemployment in the Tees Valley - October 2003

	Male		Female		Total	
	Number	%	Number	%	Number	%
<b>Darlington</b>	<b>1,252</b>	<b>4.2</b>	<b>404</b>	<b>1.4</b>	<b>1,656</b>	<b>2.8</b>
Hartlepool	1,854	6.9	490	1.9	2,344	4.5
Middlesbrough	3,114	7.6	845	2.1	3,959	4.9
Redcar & Cleveland	2,338	5.5	637	1.6	2,975	3.6
Stockton-on-Tees	2,900	5.1	891	1.7	3,791	3.4
Tees Valley	11,458	5.8	3,267	1.7	14,725	3.8
North East	37,468	4.7	11,456	1.5	48,924	3.2
Great Britain	635,774	3.5	223,336	1.3	859,110	2.4

*Source : ONS*

An alternative measure of unemployment would be to estimate the proportion of people of working age seeking a full-time job:

Table 22 Demand for Jobs - % of Working Age - October 2003

	Male %	Female %	Total %
<b>Darlington</b>	<b>11.8</b>	<b>12.8</b>	<b>12.3</b>
Tees Valley	14.7	12.5	13.7
Great Britain	10.0	10.6	10.7

*Source : TVJSU/ONS*

Another view of unemployment may be gained by simply measuring the total percentage of people of working age without work for whatever reason:

Table 23 Joblessness - % of Working Age October 2003

	Male %	Female %	Total %
<b>Darlington</b>	<b>22.8</b>	<b>30.0</b>	<b>26.3</b>
Tees Valley	28.7	35.7	32.1
Great Britain	22.2	31.0	26.4

*Source : TVJSU/ONS*

Table 24 Unemployment Benefit Claimants as % of Working Age population  
Wards of Darlington - October 2003

	Male		Female		Total	
	No	%	No	%	No	%
Bank Top	70	6.0	20	1.8	90	4.0
Central	112	9.5	30	2.8	142	6.4
Cockerton East	45	2.9	18	1.1	62	2.0
Cockerton West	75	6.7	25	2.1	100	4.4
College	26	2.4	8	0.8	34	1.6
Eastbourne	74	5.0	27	1.8	101	3.4
Faverdale	8	1.4	3	0.6	11	1.0
Harrowgate Hill	45	2.3	16	0.9	60	1.6
Haughton East	68	5.6	24	1.9	92	3.7
Haughton North	40	3.5	14	1.3	54	2.4
Haughton West	39	2.3	14	0.8	53	1.6
Heighington & Coniscliffe	9	0.9	3	0.4	12	0.7
Hummersknott	19	1.9	4	0.4	23	1.2
Hurworth	16	1.5	5	0.5	21	1.1
Lascelles	53	4.8	17	1.7	70	3.3
Lingfield	39	3.9	12	1.3	52	2.6
Middleton St. George	25	2.1	11	1.0	36	1.6
Mowden	16	1.6	6	0.7	22	1.1
Northgate	112	6.0	29	1.6	141	3.9
North Road	138	8.8	41	3.0	179	6.2
Park East	113	6.3	38	2.1	151	4.2
Park West	18	1.8	14	1.5	32	1.7
Pierremont	81	4.4	23	1.3	104	2.9
Sadberge & Whessoe	11	1.8	2	0.4	13	1.1

*Source: ONS/JSU*

Table 25 Unemployed by duration of unemployment - October 2003  
(Percentage of all unemployed people by length of time out of work)

	Under 6 months	6-12 months	1-2 years	Over 2 years
<b>Darlington</b>	<b>67.7</b>	<b>17.3</b>	<b>10.3</b>	<b>4.7</b>
Hartlepool	68.8	18.4	9.1	3.7
Middlesbrough	64.2	17.9	10.4	7.5
Redcar & Cleveland	65.3	16.7	9.4	8.6
Stockton-on-Tees	68.4	17.6	7.5	6.4
Tees Valley	66.6	17.6	9.2	6.5
North East	68.1	17.2	9.4	5.3
Great Britain	66.6	18.0	10.6	4.8

*Source: ONS*

Table 26 Unemployed by age - October 2003  
(Percentage of all unemployed in each age group)

	Under 20 yrs	20-24 yrs	25-49 yrs	Over 50 yrs
<b>Darlington</b>	<b>10.1</b>	<b>16.1</b>	<b>53.0</b>	<b>20.8</b>
Hartlepool	13.9	20.5	49.9	15.7
Middlesbrough	15.1	20.9	50.6	13.4
Redcar & Cleveland	15.7	18.7	50.2	15.5
Stockton-on-Tees	15.5	19.8	47.6	17.1
Tees Valley	14.6	19.5	49.9	16.0
North East	14.1	18.8	50.0	17.1
Great Britain	10.9	17.4	54.9	16.8

*Source: ONS*

### Jobs Density

National Statistics have recently published information on 'jobs density' for local areas. Jobs density is defined as the number of filled jobs in an area divided by the number of people of working age resident in that area. The number of jobs in an area is made up of the jobs done by residents and those filled by inward commuters

A jobs density figure that is greater than 1 indicates that there are more jobs in an area than people of working age to fill them. Areas with relatively high jobs densities, therefore, clearly offer potential job opportunities for residents of the area.

However, only a very few parts of the country (i.e. where there are many jobs and relatively less population) achieve that sort of figure and the national average is just over 0.8.

Figures for individual districts in the sub-region varied considerably with Darlington at 0.88 being the highest. Darlington's rate was the only one in the Tees Valley above the national average.

Table 27 Jobs Densities 2001 and 2000

	Jobs Density 2001	Jobs Density 2000
<b>Darlington</b>	<b>0.88</b>	<b>0.85</b>
Hartlepool	0.64	0.68
Middlesbrough	0.74	0.82
Redcar & Cleveland	0.54	0.53
Stockton-on-Tees	0.75	0.69
Tees Valley	0.71	0.71
North East	0.70	0.69
Great Britain	0.83	0.82

*Source : NOMIS.*

Table 28 shows 'jobs density' figures in 2001 for districts in the Tees Valley ranked of all districts in Great Britain. Darlington was ranked highest of districts in the sub-region at 110<sup>th</sup> out of 408 such areas:

Table 28 Jobs Densities ranked by all districts in Great Britain

	Jobs Density 2001	Rank (of 408 districts)
Darlington	0.88	110
Hartlepool	0.64	339
Middlesbrough	0.74	239
Redcar & Cleveland	0.54	385
Stockton-on-Tees	0.75	224

*Source : NOMIS.*

Earnings by workplace:

Table 29 Average Gross Weekly Earnings 2003

	<b>Darlington</b> £	Tees Valley £	North East £	Great Britain £
Full-Time Males % Change Since 2002	<b>438.5</b> <b>+8.1</b>	455.5 +3.1	437.8 -0.3	525.0 +2.2
Full-Time Females % Change Since 2002	<b>298.5</b> <b>-0.8</b>	325.2 +4.1	347.3 +4.6	396.0 +3.3
All Full-Time Adults % Change Since 2002	<b>382.8</b> <b>+2.1</b>	406.2 +1.6	402.1 +0.8	475.8 +2.4

*Source: NOMIS*

Table 30 Average Gross Weekly Earnings 2003 by Unitary Authority in the Tees Valley

	<b>Darlington</b> £	Hartlepool £	Middlesbrough £	Redcar & Cleveland £	Stockton- on-Tees £
Full-Time Males % Change Since 2002	<b>438.5</b> <b>+8.1</b>	450.4 +6.4	446.4 +1.4	486.4 +3.3	455.1 +0.1
Full-Time Females % Change Since 2002	<b>298.5</b> <b>-0.8</b>	323.3 +5.9	349.4 +8.3	312.2 +0.6	326.9 +4.0
All Full-Time Adults % Change Since 2002	<b>382.8</b> <b>+2.1</b>	407.7 +5.0	404.9 +3.3	429.4 +2.3	406.8 -1.4

*Source: TVJSU*



Earnings by residence - with comparison to workplace data - residence based data only available for 2002 so comparison made with 2002 workplace earnings data:

Table 31 Average Gross Weekly Earnings for the Tees Valley, North East and Great Britain 2002 (comparison of residence and workplace of employees)

	<b>Darlington</b>		Tees Valley		North East		Great Britain	
	<b>Residence based earnings</b>	<b>Work place based earnings</b>	Residence based earnings	Work place based earnings	Residence based earnings	Work place based earnings	Residence based earnings	Work place based earnings
	<b>£ per week</b>	<b>£ per week</b>	£ per week	£ per week	£ per week	£ per week	£ per week	£ per week
Full-Time Males	<b>399.7</b>	<b>405.8</b>	428.5	442.0	429.7	439.1	513.8	513.8
Full-Time Females	<b>338.7</b>	<b>300.9</b>	312.6	312.5	329.8	332.1	383.4	383.4
All Full-Time Adults	<b>376.4</b>	<b>374.8</b>	389.8	399.9	392.1	399.3	464.7	464.7

Table 32 Average Gross Weekly Earnings 2002 by Borough in the Tees Valley (comparison based on residence and workplace of employees)

	<b>Darlington</b> £	Hartlepool £	Middlesbrough £	Redcar & Cleveland £	Stockton-on-Tees £
Full-Time Males :					
residence based	<b>399.7</b>	427.2	391.3	426.8	459.7
workplace based	<b>405.8</b>	423.4	440.1	470.9	454.5
Full-Time Females :					
residence based	<b>338.7</b>	306.9	288.0	321.2	307.8
workplace based	<b>300.9</b>	305.4	322.6	310.2	314.4
All Full-Time Adults:					
residence based	<b>376.4</b>	390.0	355.1	388.5	414.8
workplace based	<b>374.8</b>	388.3	391.8	419.7	412.6

Gross Domestic Product (GDP) measures the value of goods and services produced in an area. It reflects the area's industrial and commercial structure and is affected by levels of employment, unemployment, earnings and company profitability. In this way GDP is an indicator of the wealth of an area particularly in terms of the value of its production. Table 33 shows GDP per head of population and GDP as an index related to the UK average.

Official estimates of GDP are available for Darlington but not usually for the other boroughs within the Tees Valley so the JSU has calculated estimates for these.

Table 33 Gross Domestic Product per Head of Population 1998

	GDP £ per head	Index (UK=100)
<b>Darlington</b>	<b>11,254</b>	<b>90</b>
Hartlepool	9,486	76
Middlesbrough	9,977	80
Redcar & Cleveland	10,682	85
Stockton-on-Tees	11,783	94
Tees Valley	10,683	85
North East	9,741	78
United Kingdom	12,548	100

*Source : JSU Estimates and Office for National Statistics*

### Index of Multiple Deprivation

The DTLR publishes the Index of Multiple Deprivation (IMD) used as background in bidding for single regeneration and other funds. Rankings of 354 English districts are based on various ward analyses. Table 31 shows three rankings for each district in the Tees Valley:

- a) Average ward scores - Darlington ranked 88<sup>th</sup> worst of 354 districts and was relatively best off compared to other Tees Valley districts.
- b) Extent rank (proportion of population living in worst 10 percent of wards nationally) - Darlington ranked 73<sup>rd</sup> being the best ranked in the Tees Valley.
- c) Local concentration rank (average rank of wards in the worst 10 percent of the district population) - Darlington ranked 76<sup>th</sup> of all English districts by far better off than the other districts in the sub-region.

Table 34 Index of Multiple Deprivation 2000 (rankings of 354 English districts)

	Average Ward Scores	Extent Rank (% population in worst 10% of wards nationally)	Local Concentration (deprivation of worst 10% of district population)
<b>Darlington</b>	<b>88</b>	<b>73</b>	<b>76</b>
Hartlepool	8	11	10
Middlesbrough	9	8	1
Redcar & Cleveland	32	23	7
Stockton-on-Tees	75	40	26

*Source : DETR*

### Households on Benefits

**Low Income Households:** The proportion of households receiving any of Family Credit, Income Support or Job Seekers Allowance. All these benefits are means tested – Payment is made on a households basis and the amount of benefits paid vary according to the resources of the Household.

**Working Families Tax Credit:** A benefit payable to households with children, where either or both parents are in work but receiving low total income. This replaces Family Credit - more people are eligible for WFTC than Family Credit, thus more claimants are recorded.

**Income Support:** An income benefit payable to those households not expected to seek work e.g. elderly people, disabled people, some lone parent families.

**Children in Low Income Households:** The percentage of a ward's children who are in families receiving one of the above benefits.

Table 35 Benefit Claimants 2000

	% low-income households	% children in low-income households	% households receiving working families tax credit	% households receiving income support
<b>Darlington</b>	<b>27</b>	<b>45</b>	<b>6</b>	<b>17</b>
Hartlepool	37	55	7	23
Middlesbrough	41	59	7	25
Redcar & Cleveland	32	45	6	20
Stockton-on-Tees	30	45	6	18
Tees Valley	33	49	6	21
North East	32			
Great Britain	22	37	4	16

*Source : DSS/JSU*

Table 36 Average house price - July to September 2003

	Detached £	Semi-Detached £	Terraced £	Flat / Maisonette £	Total £
<b>Darlington</b>	<b>168,991</b>	<b>96,063</b>	<b>65,624</b>	<b>94,413</b>	<b>98,649</b>
Hartlepool	161,305	72,464	38,536	89,402	70,958
Middlesbrough	161,847	86,169	38,460	80,552	71,635
Redcar & Cleveland	151,522	84,713	47,834	50,181	83,393
Stockton-on-Tees	164,856	83,117	53,387	109,432	99,326
Tees Valley	162,254	85,267	48,266	85,915	86,412
North East	183,263	96,625	67,094	83,300	99,718
England & Wales	250,715	145,576	120,685	152,446	161,665

*Source : Land Registry*

Table 37 Change in Average House Prices 2002-2003

	3 <sup>rd</sup> Quarter 2002	3rd Quarter 2003	% increase
<b>Darlington</b>	<b>79,515</b>	<b>98,649</b>	<b>24.1</b>
Hartlepool	60,364	70,958	17.6
Middlesbrough	55,230	71,635	29.7
Redcar & Cleveland	69,909	83,393	19.3
Stockton-on-Tees	81,110	99,326	22.5
Tees Valley	71,281	86,412	21.2
North East	80,188	99,718	24.4
Great Britain	146,150	161,665	10.6

*Source : Land Registry*

Table 38 Total Household Income and Gross Disposable Household Income  
Average per head 1997-1999 (Indexed UK=100)

	Total Household Income	Gross Disposable Household Income
<b>Darlington</b>	<b>85</b>	<b>89</b>
Hartlepool /Stockton	85	89
South Teesside	82	86
Tees Valley	84	88
North East	85	89
United Kingdom	100	100

*Source : Office for National Statistics*

Table 39 Key Stage 1 Results 2002 Percentage Year 2 Pupils Achieving Level 2 or more

	Number of Y2 Pupils	Reading Task	Reading Comprehension	Writing	Spelling	Mathematics	Science Teacher Assessment
<b>Darlington</b>	<b>779</b>	<b>83</b>	<b>88</b>	<b>89</b>	<b>84</b>	<b>93</b>	<b>90</b>
Hartlepool	1191	85	85	86	83	91	89
Middlesbrough	1818	81	80	83	78	88	86
Redcar & Cleveland	1664	87	86	89	83	91	91
Stockton-on-Tees	2177	86	86	87	83	92	92
Tees Valley	7629	84	85	87	82	91	90
National	-	N/A	N/A	N/A	N/A	N/A	N/A

*Source : JSU*

Table 40 Key Stage 2 Results 2002 Percentage Year 6 Pupils Achieving Level 4 or more

	Number of Y6 Pupils	English %	Mathematics %	Science %	Overall (Sum) %
<b>Darlington</b>	<b>1269</b>	<b>75</b>	<b>77</b>	<b>87</b>	<b>239</b>
Hartlepool	1183	71	73	87	231
Middlesbrough	1964	70	70	85	225
Redcar & Cleveland	1889	71	72	86	229
Stockton-on-Tees	2546	76	76	89	241
Tees Valley	8851	73	73	87	233
National	-	75	73	86	234

*Source : JSU*

Table 41 Key Stage 3 Results 2002 Percentage Year 9 Pupils Achieving Level 5 or more

	Number of Y9 Pupils	English %	Mathematics %	Science %	Overall %
<b>Darlington</b>	<b>1195</b>	<b>63</b>	<b>65</b>	<b>68</b>	<b>196</b>
Hartlepool	1290	68	62	62	192
Middlesbrough	1864	60	55	54	169
Redcar & Cleveland	1889	65	65	63	193
Stockton-on-Tees	2503	70	65	66	201
Tees Valley	8741	65	62	62	190
National	-	66	67	66	199

*Source : JSU*

Table 42 GCSE Results - 2001

	Number of Y11 Pupils	Five or More A*-C %	No Grades %	Average Points Score*
<b>Darlington</b>	<b>1098</b>	<b>48</b>	<b>3</b>	<b>39</b>
Hartlepool	1228	40	5	35
Middlesbrough	1913	39	6	35
Redcar & Cleveland	1856	39	5	34
Stockton-on-Tees	2449	46	3	39
Tees Valley	8544	42	4	37
National		50	6	39

\* Average score of year 11 (aged 16) pupils residents each ward (whichever Tees Valley LEA school they attend) in GCSE examinations, calculated as follows – A\*=8, B=7, etc down to G=0, Half GCSEs are awarded half points.

*Source : JSU*

Table 43 Destination of Year 11 School Leavers 2001 %

	Number of School Leavers	Full Time Education %	Government Supported Training %	Full Time Employment %	Not Settled %	Moved Away From Area %	No Response %
<b>Darlington</b>	<b>1241</b>	<b>66</b>	<b>12</b>	<b>10</b>	<b>9</b>	<b>0</b>	<b>2</b>
Hartlepool	1291	63	16	9	8	2	2
Middlesbrough	2146	66	13	4	11	2	4
Redcar & Cleveland	1972	62	14	6	13	1	4
Stockton-on-Tees	2538	67	13	7	9	1	2
Tees Valley	9188	65	14	7	10	1	3
National	-	N/A	N/A	N/A	N/A	N/A	N/A

Source : JSU/Connexions

Table 44 Qualifications - of all people 16-74 - 2001 Census

	People Aged 16-74	% of people aged 16-74 with :					
		No qualifications	Highest level 1 - 1 or more GCSEs	Highest level 2 - 5 GCSEs/ 1 A level	Highest level 3 - 2 or more A levels	Highest level 4 - degree or above	Other - level unknown
<b>Darlington</b>	<b>70,082</b>	<b>32.0</b>	<b>17.1</b>	<b>19.9</b>	<b>6.7</b>	<b>16.5</b>	<b>7.9</b>
Hartlepool	63,219	39.2	16.3	18.7	6.0	11.4	8.4
Middlesbrough	96,112	36.8	16.5	19.2	7.8	12.8	6.9
Redcar & Cleveland	100,045	35.8	17.4	19.4	6.3	12.5	8.7
Stockton-on-Tees	129,355	31.4	18.0	20.7	6.9	15.2	7.9
Tees Valley	458,813	34.7	17.2	19.7	6.8	13.8	7.9
North East	1,831,354	34.7	16.9	18.8	7.3	15.0	7.4
England & Wales	37,607,438	29.1	16.6	19.4	8.3	19.8	6.9

Source - Office for National Statistics - 2001 Census data is Crown Copyright



**Table 45 Percentage of Workforce with Qualification Level**

	2000			2001		
	NVQ 1 & 2	NVQ3/Above or Trade Apprentiship	No Qualifications	NVQ 1 & 2	NVQ3/Above or Trade Apprentiship	No Qualifications
<b>Darlington</b>	<b>31.3</b>	<b>43.2</b>	<b>17.9</b>	<b>34.2</b>	<b>42.9</b>	<b>16.5</b>
Hartlepool	28.8	36.4	24.6	30.6	37.7	23.0
Middlesbrough	30.0	36.3	24.6	32.1	38.3	23.2
Redcar and Cleveland	32.4	37.0	22.8	33.0	38.9	21.5
Stockton on Tees	31.9	43.1	17.6	32.4	43.5	17.4
Tees Valley	31.1	39.4	21.2	32.5	40.6	20.1
North East	31.5	40.6	20.6	31.7	42.4	19.4
England	30.2	44.2	16.2	30.4	44.4	16

*Source: Learning and Skills Council*

**Table 46 Car ownership - 2001 Census**

	All households	% of households with number of cars or vans :					All cars or vans in area
		None	One	Two	Three	Four or more	
<b>Darlington</b>	<b>42,300</b>	<b>31.2</b>	<b>45.3</b>	<b>19.6</b>	<b>3.0</b>	<b>0.9</b>	<b>41,236</b>
Hartlepool	37,400	39.3	42.4	15.4	2.4	0.6	30,941
Middlesbrough	55,200	41.0	40.6	15.4	2.5	0.6	44,810
Redcar & Cleveland	57,400	32.3	44.9	18.6	3.3	0.9	55,173
Stockton-on-Tees	73,000	29.6	43.3	22.4	3.8	0.9	75,374
Tees Valley	265,300	34.2	43.3	18.7	3.1	0.8	247,534
North East	1,066,300	35.9	43.1	17.5	2.8	0.7	955,305
England & Wales	21,660,500	26.8	43.8	23.5	4.5	1.4	23,936,250

*Source - Office for National Statistics - 2001 Census data is Crown Copyright*

Table 47 Means of travel to work - All persons - 2001 Census

	People Aged 16-74 in employment	% of people aged 16-74 in employment who travel to work by/as :								
		Train etc	Bus or coach	Motor- cycle or scooter etc	Drive car/ van	Pass- enger in car/van	Bicycle	On foot	Other means	Working mainly at home
<b>Darlington</b>	<b>42,992</b>	<b>1.2</b>	<b>10.2</b>	<b>0.6</b>	<b>56.1</b>	<b>9.1</b>	<b>2.2</b>	<b>11.8</b>	<b>0.6</b>	<b>8.3</b>
Hartlepool	33,762	0.6	8.4	0.7	55.7	12.5	2.8	11.7	1.0	6.5
Middlesbrough	49,317	0.7	11.2	0.8	54.9	10.7	2.5	11.7	0.8	6.5
Redcar & Cleveland	54,295	1.3	8.0	0.9	60.2	9.6	1.9	10.0	1.0	7.2
Stockton-on-Tees	75,904	0.7	7.8	0.9	62.8	9.4	2.1	8.3	0.9	7.2
Tees Valley	256,270	0.9	9.0	0.8	58.7	10.0	2.3	10.4	0.9	7.1
North East	1,032,968	3.0	11.0	0.7	55.2	9.8	1.6	10.2	0.8	7.7
England & Wales	23,627,754	7.1	7.4	1.1	55.2	6.8	2.8	10.0	0.5	9.2

Source - Office for National Statistics - 2001 Census data is Crown Copyright

Alan Tinkler  
TVJSU  
December 2003.

## **Workforce Profiling**

The Council's personnel information system (COMPEL) is reviewed on an on-going basis and is constantly being developed for monitoring suitability, including supporting the Council's statutory ethnic monitoring duties. The Council has a trained HR Systems Administrator in post to facilitate this.

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

- Workforce profile (by conditions of service, full/part-time status, gender, disability and ethnicity)
- Leavers information (by gender, disability, ethnicity and reasons for leaving)
- Turnover rate (by department)
- Performance against the Corporate Health Performance Indicators (including BVPI 11a – the percentage of the top 5% of earners that are women, BVPI 11b – the percentage of the top 5% of earners from black and minority ethnic communities, BVPI 16a/b – the percentage of disabled employees compared to the percentage of economically active disabled people in the authority area and BVPI 17a/b – the percentage of employees from minority ethnic communities compared to the percentage of the economically active minority ethnic community population in the authority area)
- The number of disciplinary cases (by gender, disability and ethnicity)
- The number of grievance cases (by gender, disability and ethnicity)
- The number of capability cases (by gender, disability and ethnicity)
- The number of bullying and harassment cases (by gender, disability and ethnicity)
- The number of dismissals (by gender, disability and ethnicity)
- The number of Employment Tribunal claims
- The number of requests for flexible working (by gender)
- The number of requests for parental leave
- The age, gender, disability and ethnicity profile of applicants for posts and those shortlisted and appointed for posts.

The Council is unable to monitor promotions by ethnicity, as there is no internal promotion programme, rather all posts are advertised and generally open to both internal and external applicants.

The Council introduced a revised performance assessment procedure (Performance Development Reviews/PDRs) in April 2003. However, due to the need to phase in the new procedure from the former appraisal procedure, performance scores for the year 2003/04 will not be available until the end of March 2004. As such, the Council is currently unable to monitor performance assessment in terms of whether employees with a black or minority ethnic background suffer detriment. However, arrangements are in place via the Workforce Development Team to ensure that this and other equalities

information (in terms of performance) will be available for the 2003/04 performance year onwards.

Systems have also been established this year for monitoring applicants for training and staff who receive training by racial group. The 6-monthly report to CMT will continue to be developed and refined to incorporate this additional information.

Please see the earlier section '*Fair Employment and Equal Pay Policy*' for information on the Council's plans for an equal pay review.

## **Corporate Equalities Review and Plan-Led Equalities Training Programme**

A programme of equality training has been developed to support both this Corporate Equalities Review and Plan and departmental service objectives. The training programme is also consistent with the training arrangements in the Council's Race Equality Scheme.

The course specifications for the corporate training programmes are attached over the page.

In addition to the corporate training courses, the following are examples of other departmental training which also takes place:

- Direct Payments
- Epilepsy Manual & Patient Handling
- Mental Health Awareness
- Person Centered Planning
- Protection of Vulnerable Adults
- Visual Impairment Awareness
- Asylum Seeker/Refugee Issues Awareness.

## 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 at Corporate and Departmental level and on the individuals role in supporting the implementation of the Race Equality Scheme. 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 a 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.

## 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 2 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.



## Introduction to Deafness

### 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, Social Services

### Cost

£40

## 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
- Disability Discrimination Act
- Access
- Disability Etiquette

### Duration

9.30am – 4.30pm

### Who Should Attend

All staff

### Provider

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

### Cost

£60

## **Recruitment Procedures**

Darlington Borough Council adopts procedures to ensure that publicity for vacancies does not unfairly restrict the range of applicants.

Factors influencing the decision about where to advertise include:

- The skills, aptitudes, knowledge and experience required to do the job
- The anticipated difficulty in attracting interest for the job
- The anticipated level of competition for the job
- The need to provide career opportunities for existing employees
- The Council's commitment to equality of opportunity

All jobs must as a minimum be advertised in the Council's internal vacancy bulletin "Jobscene", Darlington Job Centre (with the exception of casual posts), on Darlington Borough Council's Internet site and on the Jobs board in the reception area at the Town Hall. In addition to this, most jobs are also advertised in the local press (Northern Echo) and in some cases, the Town Crier. The Recruitment and Selection Team co-ordinate the placing of press adverts via the Council's appointed advertising agency, who also provide information and advice on designing and placing adverts. Where appropriate, jobs are also advertised in national newspapers and professional journals. This will usually be for senior, technical or specialist posts, or that are difficult to recruit posts.

In all cases, wording for adverts/any images used are checked for unfair limitation and restriction. Both internal and external job adverts include a statement showing the Council's commitment to equal opportunities.

The Council has also adopted a positive action plan (attached below), which aims to encourage applications from people with disabilities or with a black/minority ethnic background and to retain people from these groups once in post.

The Council has developed a standard range of application forms and job descriptions that are clear and explicit and in use across the Council, not least with the aim of ensuring equality of opportunity for all job applicants. All job descriptions include duties/responsibilities in terms of equality issues. Examples of these documents are available on request.

Darlington Borough Council's Positive Action Plan

To Attract and Retain Employees with a Disability

<b>NO.</b>	<b>ACTION</b>	<b>BY WHOM</b>	<b>BY WHEN?</b>	<b>PROGRESS</b>
1.0	General			
1.1	Research groups supporting disabled people in the DBC area (e.g. DAD)	Policy & Strategy/ HRMD Helen Whiting	End Dec 2003	Initial research completed. HW continuing to network. HW make sure all groups have access to Jobscene. HW to check with Recruitment and Selection if send Jobscene to DAD/other groups covering people with disabilities
2.0	Recruitment & Selection			
2.1	Visit groups supporting disabled people in the DBC area to promote employment with DBC	Recruitment & Selection/Policy & Strategy Maggie Swinden Helen Whiting Julie Cassidy	Ongoing	MS already has quarterly mtg with Advance. To extend mtgs to other main groups, e.g. DAD
2.2	Make use of existing Council workers' access to groups who work with people with disabilities to promote employment with DBC	Policy & Strategy Maggie Swinden Helen Whiting	Ongoing	MS to raise at next Inclusion working group – to ask Departmental reps who have contacts we can use

<b>NO.</b>	<b>ACTION</b>	<b>BY WHOM</b>	<b>BY WHEN?</b>	<b>PROGRESS</b>
2.3	Attend events in DBC area promoting job opportunities for people with disabilities to promote employment with DBC	Recruitment & Selection/Policy & Strategy Maggie Swinden Julie Cassidy Helen Whiting	Ongoing	As opportunities arise
2.4	Link into regional events promoting job opportunities in local government	Recruitment & Selection/Policy & Strategy Maggie Swinden Julie Cassidy Helen Whiting	Ongoing	As opportunities arise
2.5	Place articles in specialised press promoting employment opportunities with DBC	Recruitment & Selection/Policy & Strategy Maggie Swinden Julie Cassidy	Ongoing	Article in Town Crier?
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 Julie Cassidy Maggie Swinden	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 Maggie Swinden	Ongoing	Meetings take place on a quarterly basis; a number of placements provided to date; 3 Advance clients have been offered permanent contracts
2.8	Continue to issue 'Jobscene' to Disability Employment Advisor and Jobcentre Plus	Recruitment & Selection	Ongoing	Already in place

<b>NO.</b>	<b>ACTION</b>	<b>BY WHOM</b>	<b>BY WHEN?</b>	<b>PROGRESS</b>
2.9	Issue Jobscene to groups supporting Disabled people in the DBC area (e.g. RNIB)	Recruitment & Selection Julie Cassidy Helen Whiting	Ongoing	Already in place re RNIB. Need to expand circulation. HW to liaise with JC
2.10	Continue to provide application forms in large print/braille on request	Recruitment & Selection	Ongoing	Already available in these formats
2.11	Develop appropriate application form for people with special learning needs	Recruitment & Selection/Policy & Strategy Maggie Swinden Julie Cassidy	March 2004	Required for Level 2 Equality Standard
2.12	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
2.13	Continue to allow applicants with special needs to bring someone to interview with them as a reasonable adjustment	All DBC managers DBC	Ongoing	Already in place
2.14	Promote Jobcentre Plus services for disabled people to all managers (e.g. Access to Work; Job Introduction Scheme; Workstep)	Recruitment & Selection/Policy & Strategy Maggie Swinden	Feb 2004/On going	MS to circulate to HR Managers and ask to cascade in Depts
2.15	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 to CMT/resources scrutiny on a 6-monthly basis	Recruitment & Selection/Policy & Strategy Julie Cassidy Ian Tranter Maggie Swinden	Ongoing	Already in place - Reported to CMT/ Resources Scrutiny Sept 2003 and CMT Dec 03

<b>NO.</b>	<b>ACTION</b>	<b>BY WHOM</b>	<b>BY WHEN?</b>	<b>PROGRESS</b>
2.16	Produce a feedback sheet for disabled candidates interviewed for DBC posts	Recruitment & Selection Julie Cassidy	April 2004	
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	Courses run July & Sept 2003. Further courses to run in Dec 2003 and Feb 2004
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 HRMD	Ongoing	Reviewed and achieved 20th May 2003
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) and report to CMT on a 6-monthly basis	All Departmental HR Managers/ Policy & Strategy HRMD	Ongoing	Already in place. Last report to CMT/ Resources Scrutiny Sept 2003 and to CMT Dec 03

<b>NO.</b>	<b>ACTION</b>	<b>BY WHOM</b>	<b>BY WHEN?</b>	<b>PROGRESS</b>
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, HRMD	Ongoing	Policies/procedures already developed. Revised Anti-Harassment and Bullying Policy to JCC 14th Oct 2003.
3.7	Produce guidance for employees on working with people with disabilities	Policy & Strategy Helen Whiting	June 2004	

To Attract and Retain Employees from BME Groups

<b>No.</b>	<b>ACTION</b>	<b>BY WHOM</b>	<b>BY WHEN?</b>	<b>PROGRESS</b>
4.0	General			
4.1	Research BME groups in the DBC area	Policy & Strategy, HRMD Helen Whiting	End Dec 2003	Research ongoing. REC main contact. HW to check JC if REC gets/has access to Jobscene
5.0	Recruitment & Selection			
5.1	Visit BME groups in the DBC area to promote employment with DBC	Recruitment & Selection/Policy & Strategy Maggie Swinden Helen Whiting Julie Cassidy	Ongoing	
5.2	Make use of existing Council workers' access to groups who work with people from BME communities to promote employment with DBC	Policy & Strategy Maggie Swinden Helen Whiting	Ongoing	MS to raise at next Inclusion Implementation group



No.	ACTION	BY WHOM	BY WHEN?	PROGRESS
5.3	Attend BME events in DBC area to promote employment opportunities with DBC	Recruitment & Selection/Policy & Strategy Maggie Swinden Julie Cassidy Helen Whiting	Ongoing	Attended Sikh event July 2003
5.4	Link into regional events promoting job opportunities in local government	Recruitment & Selection/Policy & Strategy Maggie Swinden Julie Cassidy Helen Whiting	Ongoing	As opportunities occur
5.5	Place articles in specialised press promoting employment opportunities with DBC	Recruitment & Selection/Policy & Strategy Maggie Swinden Julie Cassidy	Ongoing	Town Crier?
5.6	Continue to include information on not discriminating against BME applicants in recruitment and selection course for managers	Recruitment & Selection Julie Cassidy Maggie Swinden?	Ongoing	Already included in each course (which runs four times a year)
5.7	Issue 'Jobscene' to BME groups in DBC area (e.g. REC)	Recruitment & Selection Policy & Strategy Julie Cassidy Helen Whiting	Ongoing	Already in place with REC. HW to check with REC what they do with this. Need to expand circulation?

No.	ACTION	BY WHOM	BY WHEN?	PROGRESS
5.8	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) and make the results available to CMT/resources scrutiny on a 6-monthly basis	Recruitment & Selection/Policy & Strategy Maggie Swinden Ian Tranter Julie Cassidy	Ongoing	Already in place. Last report to CMT/ Resources Scrutiny Sept 2003 and to CMT Dec 2003
5.9	Produce a feedback sheet for BME candidates interviewed for DBC posts	Recruitment & Selection Julie Cassidy	April 2004	
6.0	Workforce			
6.1	Provide training for all employees on race awareness	Workforce Development, HRMD	Ongoing	Courses run in August and October 2003 – ongoing programme in place
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) and report to CMT on a six-monthly basis	Departmental HR Managers; Policy & Strategy, HRMD	Ongoing	Already in place. Last report to CMT/ Resources Scrutiny Sept 2003 and to CMT Dec 03
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, Policy Statement of Recruitment & Selection, Guidelines for Reporting and Dealing with Suspected Racial Incidents, Disciplinary, Race Equality Scheme)	Policy & Strategy, HRMD Maggie Swinden Helen Whiting	Ongoing	Policies/procedures already developed. Revised Anti-Harassment and Bullying Policy to JCC 14th Oct 2003 and to be published Feb 04. Race Equality Scheme reviewed Oct 2003. Ongoing programme with Unions and REC to review Race Equality Policy, Guidelines for Reporting Suspected Racial Incidents, Race Equality Policy

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/Policy & Strategy Helen Whiting Julie Cassidy	End Jan 2004	Helen to find out where we are on this with LB and DP.
7.2	Develop and use positive statements on adverts to help attract applications from people with disabilities/ from BME groups	Recruitment & Selection/Policy & Strategy Helen Whiting Julie Cassidy	End Jan 2004	
7.3	Celebrate success where appropriate (e.g. articles etc)	Recruitment & Selection/Policy & Strategy Maggie Swinden Helen Whiting Julie Cassidy	Ongoing	To liaise as and when opportunities become available
7.5	Produce guidance for employees on working with people with BME background	Policy & Strategy Helen Whiting	June 2004	

MS – 4/2/04

## **7. Incorporating the Race Equality Scheme**

Below is the Year One Review of the Council's Race Equality Scheme. Reporting on the scheme will in future be incorporated into the Corporate Equalities Plan and Review document. The document below should be read in conjunction with Darlington Borough Council's Race Equality Scheme, which is published separately. It can also be viewed on the Council's website at [www.darlington.gov.uk](http://www.darlington.gov.uk)

### Darlington Borough Council Year One Review of Race Equality Scheme

The Race Relations (Amendment) Act 2000 requires local authorities to produce and implement a Race Equality Scheme in order to meet their specific duties. One year after the publication of Darlington Borough Council's first scheme it is time for a review of progress.

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

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

The aim of the year 1 review is to see how far Darlington Borough Council has come in meeting these objectives. The attached documents gives a department-by-department breakdown of our progress. Each section starts with a summary of the department's achievements and is followed by a review of the detail of that department's responsibilities. Finally, there is an indication of how this year's performance against the Race Equality Scheme will influence future plans and targets.

To give a better understanding of Darlington Borough Council's work in this area, this review can be read in conjunction with the original document entitled Darlington Borough Council's Race Equality Scheme 2002.

If you wish to challenge the contents of the year 1 review or have any suggestions for future improvements then please do not hesitate to contact me directly.

10/03

David Plews

Policy Advisor Social Inclusion

01325 388023

[david.plews@darlington.gov.uk](mailto:david.plews@darlington.gov.uk)

## Human Resource Management update on Race Equality Scheme

### Progress on Best Value Performance Indicators (BVPIs) relating to Race issues

BVPI 2 was amended in 2002/3 to measure the level of the Equality Standard for Local Government to which an authority conforms. The standard is a generic equality standard, which incorporates race equality issues. It was introduced to make equality an integral part of policy making, human resource processes, service planning 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.

The standard is measured at levels ranging from Level 1 to up to Level 5 (the highest level achievable). The Council met its target to achieve Level 1 of the Standard by the end of March 2003. This means that the Council has adopted a comprehensive equality policy that commits it to achieving equality in race, gender and disability through:

- Improving equality practice at both corporate and departmental level
- Earmarking specific resources for improving equality practice
- Equality action planning and equality 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 and scrutiny

The Council aims to achieve Level 2 of the equality standard by the end of March 2004. This requires the Council to engage in an impact and needs assessment, a consultation process and an equality action planning process for employment and service delivery.

For 2003/2004, BVPI 2 has been expanded incorporate the duty to promote race equality. The Council currently meets 7 of the 20 areas specified to meet the duty (35%) and is working to meet 10 of the 20 areas (50%) by the end of March 2004.

BVPI 11b measures the top 5% of earners in the Council from black and minority ethnic communities. The Council exceeded its target for end of March 2003 (1.59%) by achieving 2.5%. A target has been set to maintain this figure for end March 2004.

BVPI 17a/b relates to the percentage of Council employees who are from a minority ethnic community compared with the percentage of economically active minority ethnic community population in the authority area (2.02% in Darlington). The Council achieved 0.82% by the end of March 2003, which unfortunately did not meet the target of 1%. However, the Council still improved its performance from the previous year, when it achieved 0.7%. The Council has set a target of 0.9% for end March 2004.

### Employment/Training Obligations

The Council collects and analyses data by racial group on the following areas on an ongoing basis. The data currently available relates to the period 1st April 2003 to end March 2004.

#### Staff in post

The number of staff in post from a black or minority ethnic background is collected and analysed via BVPI 17a/b (please see section above).

#### Applicants for Employment

7% of applications received by the Council came from people from a black or ethnic minority background, compared to 2.6% for the same period last year. 8% of applicants shortlisted for interview were from a black or minority ethnic background (an increase from 1.1% the previous year). 4% of those appointed to posts came from a black or ethnic minority background (a further increase from 1.4% the previous year). Figures are not available on internal promotion, as all Council posts are advertised externally and not restricted to internal applicants.

#### Training

Systems have been established this year for monitoring applicants for training and staff who receive training by racial group. During the first 6 months of 2003/04 0.80% of employees requesting training were from a black or minority ethnic background and of these 100% attended an appropriate training course.

#### Performance Assessment

The Council introduced a revised performance assessment procedure (Performance Development Reviews) in April 2003. However, due to the need to phase the new procedure in from the former appraisal procedure, performance markings for the year 2003/2004 will not be available until the end of March 2004. As such, the Council will be able to monitor whether employees with a black or minority ethnic background suffer detriment as a result of the procedure from that date.

#### Staff involved in Grievance Procedures

11 employees raised grievances for the period April 2002 to end March 2003. None of these employees were from a black or minority ethnic background.

### Staff involved in Disciplinary Procedures

25 employees were involved in disciplinary procedures for the period April 2002 to end March 2003. None of these were staff from a black or minority ethnic background.

### Staff who resign

Of the 137 staff who left the Council during the period April 2002 to end March 2003 and completed an exit survey, 123 (90% of respondents) stated their ethnic origin. Only one leaver who resigned voluntarily was from a black or minority ethnic background.

Human Resource Management Division has taken account of this monitoring information in its positive action plan, which aims to remove barriers and promote equality of opportunity in employment terms.

The information has been included in workforce information reports, which have subsequently been submitted to the Corporate Management Team, Resources Scrutiny and the Council's Mainstreaming Groups. This annual update of the Council's Race Equality Scheme also serves as a means of publishing the results of this monitoring. The results in terms of performance against Best Value Performance Indicators relating to race equality issues were also published in the Council's Combined Corporate Plan 2003 – 2006 and Best Value Performance Plan 2003-2004.

MS13/10/03

## Darlington Borough Council's Race Equality Scheme, Review of Year One

### Departmental Summary Statement: Corporate Services

#### Year 1

- The Council held a training event for members of the Corporate Management Team and Cabinet members on the general duty under the Race Relations (Amendment Act) 2000 on 4th October 2002. The Council has subsequently developed and introduced a programme of Race Equality Training which is available to all staff. Three sessions have been held to date, with two further sessions arranged up to the end of October 2003. Nine further sessions have been arranged to the end of the financial year (March 2004) and future sessions will be arranged as part of the corporate training programme.
- HRM Division has committed to an employment equality assessment of the local labour market area and aims to undertake this in the coming year.

#### Year 2

- HRM Division has produced a positive action plan to attract and retain employees from the BME Community.
- Future candidates for Race Equality training will be identified via the Performance Development Review (PDR) Process, which was introduced for Council employees from April 2003.
- HRM Division provided reports including the outcome of racial monitoring for the Corporate Management Team and Resources Scrutiny in December 2003 and August 2003.



<b>Service, policy or function</b>	<b>Key objective for Race Equality in year 2002/3</b>	<b>Report on progress, giving reasons for exceptional cases</b>
Staff Awareness	Corporate Services staff to be in this year's tranche for race awareness training.	<p>Some Corporate Service staff have already attended training both at managerial and lower levels. Further key staff will have attended training by the end of Oct 2003. Most front line staff will have attended training. In addition awareness is raised across the department in other ways e.g.</p> <ol style="list-style-type: none"> <li>1. The Corporate Services Equality Group are made aware by the departmental coordinator of all matters emanating from the Departmental Management Team where Equality is a standard item, from the Corporate Steering Group and the Members Scoping Group;</li> <li>2. Precipitous of important pieces of legislation or political comment are also circulated to the group by the coordinator;</li> <li>3. Members of the departmental team are encouraged to have Equality as a standard item in their team meetings;</li> <li>4. The departmental newsletter CS Gas contains a piece on Equality in each issue. We have concentrated on Race Equality issues in this current year;</li> <li>5. Finally all service plans have aims, objectives and PIs designed around supporting the Corporate Plan and Community Strategy which have Social Inclusion and Fair Access for all as key themes.</li> </ol>
Recruitment and Selection Procedures	Review, develop and implement new positive action measures to encourage more applications from black and minority ethnic communities.	Revised policy statement on recruitment and selection published in January 2003. Positive action plan developed in September 2003 incorporating current positive action initiatives and new measures for implementation.
Induction	Review policies in induction packs to ensure that they are consistent with the general duty.	Corporate Employee Information Folder introduced in May 2003 and issued to all new employees. All policies included are consistent with the general duty.
Policies	Review all HRM policies to ensure that they are consistent with the general duty.	All are consistent with the general duty.

Service, policy or function	Key objective for Race Equality in year 2002/3	Report on progress, giving reasons for exceptional cases
Employment Advice/Tribunals	Training already covers raising awareness of general duty for members/officers.	
<u>Year 1</u>		
Monitoring	Develop monitoring mechanisms to measure front line service delivery in terms of race.	<ol style="list-style-type: none"> <li>1. Introduction of the Corporate system for reporting Racial Incidents – has been featured in CS Gas newsletter to raise awareness/profile.</li> <li>2. New system to be introduced for Special Projects to monitor results of consultation to measure front line service delivery in terms of race.</li> <li>3. Leaflets are to be introduced across all departmental front of office outlets.</li> </ol>
Consultation	Develop consultation mechanisms on front line service provision relating to race.	<ol style="list-style-type: none"> <li>4. Introduction of a new consultation document across all front line services within the department.</li> <li>5. Results monitored by Special Projects.</li> </ol>
Training	Ensure that senior management, Members of the Departmental Mainstreaming Group and customer services staff receive training on the general duty and that this is reviewed annually to pick up new starters or subsequent amendments to the duty.	<ol style="list-style-type: none"> <li>6. Training has commenced not only across senior managers, members of the Departmental Group but with front-line staff at lower levels.</li> <li>7. The RES has featured regularly in the departmental newsletter, CS Gas, to raise awareness of the General Duty.</li> <li>8. Precis of the RES were provided for all Departmental Group members by the coordinator.</li> <li>9. Each member has a copy of the RES and Executive Summary.</li> </ol>
Employment Equality	Commitment to an equality assessment of the local labour market area.	HRM Division has committed to an employment equality assessment of the local labour market area and aims to undertake this in the coming year.

Critical Actions to be taken year two

- HRM Division to undertake an employment equality assessment of the local labour market area and aims to undertake this in the coming year.
- HRM Division to implement positive action plan to attract and retain employees from BME groups.
- Continue to roll out race awareness training.

Critical Actions to be taken year three

Nothing to change.

Darlington Borough Council's Race Equality Scheme, Review of Year One

Social Services Department

<b>Service, policy or function</b>	<b>Key objective for Race Equality in year 2002/3</b>	<b>Report on progress, giving reasons for exceptional cases</b>
<u>Adult Services</u>  1. Publishing Information  Determine level of assessment	Review appropriateness and availability of information.  Review eligibility criteria.	Review completed, ongoing consultation with PCT, Acute Hospitals Trust, Priority Services Trust to further joint agenda.  Commissioning Strategy now in place.
2. Assessing need/care planning	Collect ethnicity data.  Consultation.	Regular data reports (quality) to Heads of Service  Now linked to Social Inclusion Officer role (Policy Unit) for corporate approach.
3. Implementing care plan, etc	Inclusivity of planning.  Training programmes.	Reconfigured review unit.  Collection of training information.
<u>Children's Services</u>  4. Assess need/Wishes of child	Policy/procedure review.	Reviewed October 2003.

<b>Service, policy or function</b>	<b>Key objective for Race Equality in year 2002/3</b>	<b>Report on progress, giving reasons for exceptional cases</b>
5. Provide preventative services	Integrated Strategy.	Overtaken by Government policy development, i.e. IRT.  IRT Manager in post.  Preventative Strategy by 2004.
<u>Mental Health</u> 6. Local point of Access	Integration of teams.	CMHTs are co-located.  Move to Health Act Flexibilities by April 2004.
7. Mental Health Promotion	Integration of Health and Social Services teams.	Establishment of Darlington Partnership Board and Local Implementation Team (LIT). Oversees NSF progress.
8. Response to referrals	See above.	See above.
<u>Complaints and Representation</u> 9. Provision of service	Surveys/collation of information.  Review processes.	Ongoing – see annual reports.
<u>Contracting</u> 10. Contracting	Support to providers.  Develop monitoring.  Commissioning consultants.	Providers groups established.  Monitoring in place.  Consultancy only via Director.

### Critical Actions to be taken year two

- Continue to audit services via procedures review, complaint processes, data integrity.
- Links to Policy Advisor (Social Inclusion).
- Customer Care training (focus on assessment and reception staff).

### Critical Actions to be taken year three

- Continue to audit services.
- Ensure training programmes in place and quality controlled.

Darlington Borough Council's Race Equality Scheme, Review of Year One

Departmental Summary Statement: Community Services

<b>Service, policy or function</b>	<b>Key objective for Race Equality in year 2002/3</b>	<b>Report on progress, giving reasons for exceptional cases</b>
Publishing Information	Complete Equality Communications Audit for all sections of Community Services.	Achieved. Audit has been completed.
	Develop programme to update literature to include information for black and minority ethnic communities.	Ongoing. Literature updated when printing is required.
	Implement phased programme and complete revisions to literature.	Ongoing.
Housing Management / Housing Allocations / Homeless	Develop recording, monitoring and reporting procedures to determine take up of Housing Management Services and Homeless advice by people from black and minority ethnic communities.	Ethnicity audit of existing tenants has been undertaken and the analysis of the results is now taking place. IT modifications are being tested with a view to the system being introduced in November 2003. This will enable reporting on ethnicity data collection for repairs, rent and lettings. The IT will also collect ethnicity data linked to housing applications.
Housing Benefit and Assessment	Develop recording, monitoring and reporting procedures to determine take up of housing benefit from people from black and minority ethnic communities and positively encourage take up levels.	A new housing benefits application form will be ready in October 2003 that includes signposting to different languages. All housing benefit and Council Tax benefit customers have been sent a survey on ethnic origin. Data is now being recorded on ethnicity of claimants. The information gathered will be used to analyse benefit take-up and will also help to shape the benefits take-up strategy.

<b>Service, policy or function</b>	<b>Key objective for Race Equality in year 2002/3</b>	<b>Report on progress, giving reasons for exceptional cases</b>
Housing Strategy Development	Continually review the Housing Strategy to ensure the needs of BME communities are reflected within the document.	<p>Work is ongoing to establish the housing needs of the Chinese Elders Community, this includes identifying the number involved and how best to consult them.</p> <p>The Housing Needs Survey results will be fed into the Housing Strategy by November 2003.</p> <p>Ongoing action of analysis of data collection and take up levels from service users by Ethnicity to inform Strategy Development and service delivery.</p>
Warden Services	Develop recording, monitoring and reporting procedures to determine access of Warden Services in black and minority ethnic communities and positively encourage take-up levels.	<p>The data form has been redesigned to include more specific questions regarding ethnicity of client and partner. Data is collected at the same time as annual equipment checks and separately for new clients.</p> <p>Ongoing action of reprinting of Warden Services leaflets and subsequent literature (including the Lifeline, GEM, DAISY services) incorporate signposting in key languages for minority groups.</p>
Community Partnerships	Actively encourage people from black and minority ethnic communities to participate in Community Services consultation and participation structures.	<p>The Borough Wide Tenant Compact has been reviewed to incorporate the needs of BME groups. The document is available in different languages.</p> <p>New Estate Compacts reflect the needs of BME residents living on council estates.</p> <p>The Chair of Darlington Council for Race Equality has been invited to residents' panel meetings.</p> <p>The new Cultural Strategy involved a wide range of consultation techniques.</p>



<b>Service, policy or function</b>	<b>Key objective for Race Equality in year 2002/3</b>	<b>Report on progress, giving reasons for exceptional cases</b>
Leisure and Catering	See below.	
Creating Strategies	<p>Make a clear commitment to promote racial equality through sport.</p> <p>Develop a written statement or policy on racial equality that reflects the aims and objectives of the organisation.</p> <p>Develop racial equality action plans or objectives within existing strategies and set appropriate racial equality targets.</p> <p>Ensure that all communities are aware of department's commitment to racial equality.</p>	<p>Leisure and Arts service has now merged and the service is working towards a shared leisure and arts customer charter, in-line with the new charter mark standard.</p> <p>There has been a delay in data collection due to problems with technology.</p>
Consultation and Participation	<p>Review consultation mechanisms to better represent the needs of ethnic minorities, and enable more appropriate delivery of services.</p> <p>Set up a consultation process with ethnic minority participants, staff, members and communities.</p> <p>Collect information about the age, sex, disability and ethnic origin of people taking part in sport locally.</p> <p>Analyse the data and calculate participation rates by age, sex, disability and ethnic origin, in order to obtain a profile of users.</p>	<p>Open and accessible consultation through the Sports Network and the Art User Group. This consultation is ongoing. The inclusion of young people in the consultation process is currently being reviewed.</p> <p>There has been a delay in data collection due to problems with technology. The new system will be introduced by March 2004.</p>

<b>Service, policy or function</b>	<b>Key objective for Race Equality in year 2002/3</b>	<b>Report on progress, giving reasons for exceptional cases</b>
Designing and Planning facilities	Ensure all new projects consider the needs of the whole community.	Ongoing.
Delivery of Services	<p>Ensure all staff are trained appropriately in cultural awareness.</p> <p>Ensure representative consultation mechanisms with black and minority ethnic groups and the wider community are in place to help create the right service or product.</p> <p>Obtain the council's sport and leisure committee or cabinet member's approval or endorsement for the Racial Equality Action Plan.</p> <p>Collect information about the sex, age, disability and ethnic origin of people involved in department's management and delivery of local council sports services.</p> <p>Assess the racial equality training needs of all staff involved in the development, delivery and management of sports services.</p>	<p>The Council has endorsed the Sports and Recreation Strategy and the Leisure and Arts Service Plan.</p> <p>Ongoing activity of data collection through consultation.</p> <p>Ongoing activity of assessing the race equality training needs of staff.</p>
Funding Organisations	Amend all funding applications or agreements to ensure organisations must have a race equality policy or statement.	Achieved. Equal Opportunities statement included in Service Level Agreements.
Sponsorship Services	Review contracts to ensure equality clauses are considered.	Achieved. Clause included in tender invitations.

Darlington Borough Council's Race Equality Scheme, Review of Year One

Education Department Summary Statement

The Education Department has had a successful first year in implementing Year 1 critical actions. Nevertheless, more remains to be done particularly in respect of refining our data gathering systems. Pupil performance and ethnic origin (including travellers) is now routinely collected and monitored, however, further development is required in terms of analysing added value information in order to facilitate more responsive and targeted action.

Because of significant staff turnover the Departmental Equal Opportunities Working Party has met relatively infrequently. A priority for the forthcoming year will be to ensure that the Working Party meets more regularly to monitor the implementation of critical actions and to determine future policy direction particularly through the development of an action plan for the delivery of the Equality Standard for Local Government.

<b>Service, policy or function</b>	<b>Key objective for Race Equality in year 2002/3</b>	<b>Action Year</b>	<b>Lead Officer</b>	<b>Report on progress, giving reasons for exceptional cases</b>
Supporting attendance in schools	Continue to monitor data checking detail of ethnicity consultation with black and minority ethnic communities.	2003/04	Gill Walker	26/03/03 – consultation with minority ethnic parents, Language for Learning staff and staff from Branksome re: attendance/punctuality. To review procedures for monitoring attendance of black and minority ethnic communities.
Supporting Children in Looked after/In Public Care	Monitor & audit data in consultation with relevant bodies - evaluation of instances/occurrences.	2003/04	Gill Walker	New procedure established – Social Services sharing list of children looked after monthly with Education Welfare Officer. Following 10 day and 20 day triggers a meeting is held in school with designated person and social worker (submitted a growth bid to further support this process).
Supporting Ethnic Groups and Travellers	Monitor and audit data evaluation instances/occurrences consultation with ethnic communities/groups.	2003/04	Gill Walker	Racist Incident Log sheets amended following a review of 2002/03 information to ensure data is collected is collected more accurately. To review procedures to ensure consistency across the borough.

<b>Service, policy or function</b>	<b>Key objective for Race Equality in year 2002/3</b>	<b>Action Year</b>	<b>Lead Officer</b>	<b>Report on progress, giving reasons for exceptional cases</b>
Monitoring of Exclusion	Monitor and evaluate data. Ensure data is accurately recorded/collected. Consultation with ethnic communities/ groups.	2003/04	Gill Walker	To review procedures to enable improved tracking against ethnic group. To review support for excluded pupils and families.
Provide advice and guidance to schools on raising standards for individual and groups of pupils with special educational needs	The need for translation will be considered in any instance.	On-going	Gill Walker	Translations can be made available, on request, of documentation e.g. annual report, statements etc.  To review numbers requiring this service.  Language for Learning staff have facilitated meetings with families with regard to SEN issues; also, with regard to attending BHS.
Provide advice and guidance to schools on raising standards for children from ethnic minority groups and combating racism	This policy is under active review. The reporting systems based on the policy are in place and will influence review of the policy and practice guidance.	2003/04 and on-going	Gill Walker	Language for Learning staff support for staff/pupils where the Service has been notified of BME / EAL pupils.  The combating of racism has been, and continues to be, addressed via the reporting system for racist incidents. To monitor how many school report racist incidents – action taken and implications for LEA.
Provision of books and other materials for loan/reference	Appoint a project worker to consult with ethnic minority communities to assess need.  Respond to findings by adjusting spend, relevance of materials.	2002/03  2003/04	Ruth Bernstein	Appointment made and research report published.  Reading material available in community languages, spend adjusted accordingly.

<b>Service, policy or function</b>	<b>Key objective for Race Equality in year 2002/3</b>	<b>Action Year</b>	<b>Lead Officer</b>	<b>Report on progress, giving reasons for exceptional cases</b>
Provision of information in printed and electronic format	Extend provision of printed material available in other languages.	2002/03	Ruth Bernstein	Provision of printed material now includes: dual language books, leaflets and newspapers in community languages.
	Ensure electronic information is available via the Council's website in other languages.	2003/04		Machines in e-library able to access web pages in other scripts.
Provision of specialist materials and services to those with special needs	Further assess need.	2002/03	Ruth Bernstein	Extensive range of information available in formats other than written.
	Respond to assessment by extending the range of specialist materials in formats/languages that are appropriate.	2003/04		
Promoting access to learning opportunities	Continue to expand existing services.	2002/03	Ruth Bernstein	ESOL provision now available. Family Learning Tutor (Ethnic Minorities) appointed.
Promoting social inclusion	Appoint a project worker to consult with ethnic communities to assess need.	2002/03	Ruth Bernstein	Research completed and published.
	Target appropriate communities.	2003/04		
Recruitment and Training of childcare and early education providers	EYDCP Target 11- To increase the recruitment of under-represented groups by 2004: Ethnic minorities 6%.	2003/04	Chris Archer	The Government focus regarding Target 11 has been amended. The target now reflects the local and not national perspective. The EYDCP are currently targeting 1.6% of the childcare workforce for the 2003 – 2004 period. A current childcare workforce survey is analysing the current position. A recruitment programme is

<b>Service, policy or function</b>	<b>Key objective for Race Equality in year 2002/3</b>	<b>Action Year</b>	<b>Lead Officer</b>	<b>Report on progress, giving reasons for exceptional cases</b>
				designed to target community interest.
Meet LEA statutory responsibility to identify and assess children with special educational needs	Review policy. Audit data within SEN database.  Link special educational needs data with central data recording ethnicity. Monitor and evaluate.	2003/04  2004/05	Joy Bradford	Policy, guidance and aspects of practice are being reviewed in partnership with schools, with revisions made where appropriate. An audit has been undertaken of data within the SEN data base and revised ethnic codes incorporated to ensure accurate data management and analysis.
Monitor pupil progress and use of resources to assess raised attainment and value added	Audit data gathered currently. Establish system for routine gathering of data.	2004/05	Joy Bradford	A monitoring and evaluation service is being developed in partnership with Stockton-on-Tees Borough Council. From January 2004, this service will audit data gathered on pupils with special educational needs in ethnic minority groups, monitor progress and benchmark performance at an authority level against OFSTED neighbours and other appropriate LEAs.
Provide information and support to parents of children with special educational needs	Address requirement for alternative formats when developing revised documentation.	2002/03	Joy Bradford	<ul style="list-style-type: none"> <li>• Systems have been put in place to ensure information can be provided in a number of formats and languages.</li> <li>• Equality issues have been incorporated into training for Independent Parental Supporters, who work with parents of children with special educational needs. Where appropriate a translator is made available through the Language for Learning Service, for meetings with parents to discuss a child's special educational needs.</li> </ul>
Promotion of lifelong learning	To target next largest minority ethnic group.	2002/03	Ruth Bernstein	Chinese community accessing e-library. Work on-going with REC to identify other target groups.

<b>Service, policy or function</b>	<b>Key objective for Race Equality in year 2002/3</b>	<b>Action Year</b>	<b>Lead Officer</b>	<b>Report on progress, giving reasons for exceptional cases</b>
and widening participation	There has been a significant increase in the number of learners from these communities.			
Asset Management	Consultation with Ethnic Minority Groups.	2003/04	Paul Campbell	Translated copies of the Asset Management Plan are made available on request.
Admissions	Consultation with Ethnic Minority Groups.  Set up records to record ethnicity of those who make appeals.	2004/05	Paul Campbell	Consult Racial Equality Council on the 2005/06 Admissions Policy.  Amend Appeal forms to include details of ethnicity for 2004/05 intake. Amend Parental Preference forms to include details of ethnicity for 2005/06 intake.
Provide advice, guidance, assistance in relation to the Local Education Authority's personnel needs	Audit of % of ethnic minority employees and the positions they hold in the department in relation to population figures in the community (excluding schools).  Audit of current recruitment practices (excluding schools).	2002/03	Julie Sowerby	Audit conducted which has demonstrated a significant disproportion of employment of ethnic minorities in relation to the population figures in the community.  Audit has not been fully completed. However, initial findings indicate a need to develop positive intervention strategies in the areas of recruitment from BME communities.
Provision of project work	Development of Peer Education projects.	2003/04	Sue Davidson	Work in planning stage to deliver in local Secondary Schools (April 2004 subject to budgetary provision). An accreditation route for young people is being sought.

<b>Service, policy or function</b>	<b>Key objective for Race Equality in year 2002/3</b>	<b>Action Year</b>	<b>Lead Officer</b>	<b>Report on progress, giving reasons for exceptional cases</b>
Provision of mobile provision	Develop Literacy & Numeracy Travellers Project.	2002/03	Sue Davidson	Project has been developed in partnership with DDYCA and the Library Service and is live.
To challenge schools to improve their performance	Check policies in first year to ensure that they do promote good race relations. Fulfil objectives identified in EDP.	2004/05	David Walker	This activity will be built into the programme of link visits for 2004/05.

Critical Actions to be taken year two

Unchanged.

Critical Actions to be taken year three

Unchanged.



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Development & Environment

<b>Service, policy or function</b>	<b>Key objective for Race Equality in year 2002/3</b>	<b>Report on progress, giving reasons for exceptional cases.</b>
Admin, Finance & IT	Raise awareness and understanding of Race Equality Issues.	Piloting and development of Race Equality Training: September 2003.
		Special Training events held for D & E Staff: October and November 2003 (Managers and Front Line Staff).
		RES included in Departmental Plan, and standard item on DMT Agenda.
		Departmental Mainstreaming Group operating.
		RES article included in Departmental Newsletter.
		Hard copy of scheme held at each of the Department's sites.
		Service Managers Workshop dedicated to Social Inclusion (included Race Issues).
	Collection of all relevant data.	Collection corporately of ethnicity data in respect of recruitment & selection for applications, shortlistings and successes.
		Departmental collection of ethnicity in respect of training received by D & E Staff.

Service, policy or function	Key objective for Race Equality in year 2002/3	Report on progress, giving reasons for exceptional cases.
		Departmental collection of information on ethnicity for workforce profile.
		Completion of communications audit.
	Analysis of relevant data.	Corporate analysis of R & S, training and workforce profile data and reporting to CMT.
		Analysis of job descriptions within Support Services Division to test for racial discrimination.

Critical Actions to be taken year two

- Continue with awareness raising
- Further training
- Continue with Data Collection
- Analysis of Data already collected.

Critical Actions to be taken year three

N/A.

<b>Service, policy or function</b>	<b>Key objective for Race Equality in year 2002/3</b>	<b>Report on progress, giving reasons for exceptional cases</b>
Commercial & Licensing	Raising awareness of staff.	Some staff have had training on RES. Subject of Section meetings.
	Collecting data.	Food business indicate language preference.
		Customer questionnaire for requests – ethnic origin.
	Analysis of Data.	No progress.

Critical Actions to be taken year two

1. Complete awareness training
2. Request training on cultural differences
3. Address translation of leaflets and policy documents
4. Analyse data collected in Year 1
5. Incorporate into BV Review.

Critical Actions to be taken year three

Influence taxi drivers.

<b>Service, policy or function</b>	<b>Key objective for Race Equality in year 2002/3</b>	<b>Report on progress, giving reasons for exceptional cases</b>
Economic Regeneration & Tourism	Raising awareness and understanding.	Some training: but limited. Need to roll out to others.
	Collecting Data.	Some data collected through projects e.g. ESF projects, some Single Programme. Corporate Citizens' Panel containing service specific questions collected by ethnicity.

Critical Actions to be taken year two

- Further training and awareness raising: more staff –key action (e.g. including awareness of language)
- Further data collection
- Data analysis
- Implementation programme – refer to Regeneration BVR Action Plan parts G3 and G4.

Critical Actions to be taken year three

As per Race Equality Action Plan.

<b>Service, policy or function</b>	<b>Key objective for Race Equality in year 2002/3</b>	<b>Report on progress, giving reasons for exceptional cases</b>
Planning	Raising awareness and understanding.	Some training: but limited. Need to roll out to others.
	Collecting Data.	Ethnic origin of applicant collected for planning applications.  Various reference material including Ethnic Minorities and the Planning System (RTPI), Leicester City Council – Appraisal of Ethnic Minority of Planning Applications 1980-1992, Newcastle UDP – Statement of Equal Opportunities.
	Analysis.	Data collected, analysed and reported to Environment Scrutiny Committee. Action Plan in Development Control Best Value Review (Equality and Fair Access to Planning Services).

Critical Actions to be taken year two

- Further training and awareness raising: more staff –key action (e.g. including awareness of language line).
- Continue data collection: look at racial profile of Local Plan consultation.
- Repeat analysis as per year one.
- Implement improvement programme (e.g. leaflets in minority languages).

Critical Actions to be taken year three

As per Race Equality Action Plan.

<b>Service, policy or function</b>	<b>Key objective for Race Equality in year 2002/3</b>	<b>Report on progress, giving reasons for exceptional cases</b>
Pollution & Regulation	Raising awareness of staff.	Some staff have had training on RES. Subject of Section meetings.
	Collating data.	Customer questionnaires for requests – ethnic origin.
		Bi-Annual count of Gypsy and travellers’ caravans within the district.
	Analysis/Actions.	Provision of two large traveller sites within the Town. These are leased to and managed by members of the traveller community rather than directly managed by the Council, in accordance with best practice.
		Development and implementation of a Council policy to deal with illegal encampments in a sympathetic manner, incorporating best practice guidance and in accordance with Human Rights legislation.
		Successful application for refurbishment grant from government for the largest of the two sites to be carried out during 2003/4.
		Successful application for grant from government for building of a new ‘transit’ site to be carried out during 2003/4.

Critical Actions to be taken year two

1. Complete awareness training
2. Request training on cultural differences
3. Address translation of leaflets and policy documents
4. Analyse data collected in Year 1
5. Incorporate into BV Review.

Critical Actions to be taken year three

N/A.

<b>Service, policy or function</b>	<b>Key objective for Race Equality in year 2002/3</b>	<b>Report on progress, giving reasons for exceptional cases</b>
Trading Standards	Raise awareness through training.	Legislation update training 2/10/03.
	Data Collection.	Pilot Questionnaire in 2002 collected data on service users, limited number of Trading Standards service users. Questionnaire to be run over two separate months again.
	Analysis of data, identification of issues, action planning.	N/A

Critical Actions to be taken year two

- Staff training, collection of data plus analysis and awareness
- Translation of leaflets etc or arrangements.

Critical Actions to be taken year three

N/A.



<b>Service, policy or function</b>	<b>Key objective for Race Equality in year 2002/3</b>	<b>Report on progress, giving reasons for exceptional cases</b>
Building Control	N/A	
Environment & Sustainability	N/A	
Estates & Property	N/A	
Heritage	N/A	
Highways	N/A	
Project Cost & Commissioning	N/A	
Transport Policy	N/A	

Critical Actions to be taken year two

As per Race Equality Action Plan.

Critical Actions to be taken year three

As per Race Equality Action Plan.

Darlington Borough Council's Race Equality Scheme, Review of Year One

Departmental Summary Statement: Chief Executive's Office

The untimely resignation of the Chief Executive of the Darlington Partnership and the delayed appointment of the Policy Advisor (Social Inclusion) account for the delays in the Chief Executive's Office's attainment of some of the key objectives below. It is anticipated that the formalisation of a Corporate Equalities Plan (in 2003/4) containing the Race Equality Scheme targets will help the department to focus on the attainment of these targets next year.

<b>Service, policy or function</b>	<b>Key objective for Race Equality in year 2002/3</b>	<b>Report on progress, giving reasons for exceptional cases</b>
Community Strategy	Race equality performance to be built into the Strategy and the way in which the LSP and constituent partnership organisations operate.	A commitment to race equality is implicit within the way the LSP operates but is not explicitly stated in the Darlington Partnership's documentation. There are examples of the engagement of BME communities being actively sought in the development of community partnerships (e.g. community development worker has attended meetings of Darlington Chinese Community Association to encourage participation).
	Develop appropriate race equality performance measures for the community strategy.	Promoting Inclusive Communities lead officer not in post at time of the development of the Community Strategy Action Plan. This matter to be taken up by Policy Advisor (Social Inclusion) – appointed May 03 - with the new Chief Executive of the LSP in January 2004.
BVPP	Ensure that consideration of race equality performance is part of every best value review.	Equalities performance considered where appropriate.
Complaints procedure	Develop mechanism for recording complaints by age, sex and ethnicity of complainant.	Review of complaints system delayed due to workload pressures. This mechanism expected to be in place by January 2004.

<b>Service, policy or function</b>	<b>Key objective for Race Equality in year 2002/3</b>	<b>Report on progress, giving reasons for exceptional cases</b>
Communication	Ensure communications audit takes place across office functions including community strategy, BVPP and complaints procedure. Project will take into consideration specific needs and barriers faced by BME communities in accessing information about the Council.	No comprehensive audit undertaken. Senior Managers' Workshop (June03) delivered on barriers to inclusion. This to inform forthcoming reviews of complaints procedure, community strategy and BVPP.
	Ensure Town Crier reflects the ethnic diversity of Darlington.	A sample of six out of nine issues carry editorial and/or images featuring members of black and ethnic minorities.

Critical Actions to be taken year two

All current 2002/03 actions (page 19 of Race Equality Scheme) are rescheduled for 2003/04.

2003/04 targets to remain.

## **8. CER&P - Summary of Evidence of Progress against Employers' Organisation Guidelines**

What follows is a summary of the evidence of Darlington Borough Council's attainment of level two of the Equality Standard for Local Government. Initials are for internal reference only.

<b>Guidance</b>	<b>Checklist Item</b>	<b>Evidence</b>	<b>Darlington Borough Council Evidence</b>
<b><i>2.1.1 Publish Corporate Equality Plan</i></b>	<p>Has the CEP: been co-ordinated with the Race Equality Scheme?</p> <p>been subject to consultation amended in the light of consultation?</p> <p>published in a full range of appropriate formats?</p>	<p>A copy of the CEP shows its relationship to the Race Equality Scheme and is published in different formats. Information is available showing outcomes of consultation process, and details of the distribution of the final documents to stakeholders, managers and staff.</p>	<p>CER&amp;P incorporates Race Equality Scheme Review. Information will be available in different formats on request and will be distributed to stakeholders and DBC's senior managers. Social Inclusion partners database now developed. Some consultation on CER&amp;P detail has taken place as part of broader consultation on Social Inclusion Strategy. Further consultation as SI Strategy moves into the next draft stage.</p> <p><b>DP</b></p>
<b><i>2.1.2 Demonstrate corporate engagement in an equality impact and needs/requirements assessment process</i></b>	<p>Does the CEP contain details of the implementation of the equality impact and needs/requirements assessment?</p> <p>Has responsibility for the impact, needs/requirements assessments been clearly allocated within the authority?</p> <p>Has work on impact and needs/requirement assessments started?</p>	<p>A programme is available showing the allocation of responsibility for the impact and needs/requirements assessments within the authority, details of the DDA implications and a timetable for implementation and monitoring arrangements.</p>	<p>The measure being used to assess the Council's compliance for DDA is BVPI 156 which states ' the percentage of Council Buildings open to the public in which all public areas are available for and accessible to disabled people'</p> <p>Using this measure it was considered that the Council had 50 properties falling within the compliance requirements. To date as at the 3rd qtr BVPI return - 2004, 21 out of the 50 ( 42%) are considered to be compliant. The Council's Building Control Officer who undertook the original DDA access audits, carries out an inspection as &amp; when necessary works have been completed. These post-inspections are also being done in consultation with Gordon Pybus of Darlington Association on Disability.</p>

Guidance	Checklist Item	Evidence	Darlington Borough Council Evidence
			<p>We are projecting that 50% of the buildings will be compliant under BVPI 156 by the year end 03/04 and 85% compliant within 04/05.</p> <p>Our aim is to have this 85% in place by 1st October 2004, being the implementation date under the DDA 1995, whereby 'all service providers are required to undertake reasonable material alterations to any physical features that make a service impossible or unreasonably difficult for a disabled person to use'</p> <p>The emphasis being on 'physical features' rather than 'reasonable adjustments' which are largely management/housekeeping issues which should already be in place.</p> <p>Works to those Council buildings still to be made compliant are in the process of being designed and/or programmed in for completion, for example works to the Civic Theatre can only be done during Summer closedown and are programmed to be done in July/August 2004. There are some buildings which are scheduled for major refurbishment with completion anticipated beyond October 2004 e.g. Dinsdale Court, a Sheltered Housing property and the Arts Centre. Others have a question mark over their future use in which case we are working with DAD to reach a workable solution.</p> <p>DDA is more than just BVPI 156 and through DAD we are jointly working to try &amp; deliver joined up thinking to Access issues generally across the Authority.</p> <p>As for longer term monitoring. to ensure continued</p>

Guidance	Checklist Item	Evidence	Darlington Borough Council Evidence
			<p>compliance, this will be dealt with through periodic inspections by Building Control but in practice DAD and disabled users will provide ongoing monitoring. <b>GM</b></p> <p>Social Inclusion Implementation Group has responsibility for delivering impact assessments. <b>DP</b></p>
<p><i>2.1.3 Develop corporate mechanism for assessing development of service level equality objectives and targets</i></p>		<p>The CEP contains details of how service level equality objectives and targets will be assessed at a corporate level.</p>	<p>Policy Advisor (Social Inclusion), new post in 2003, responsible for equalities BVPIs. Corporate performance assessment details given in the Best Value performance Plan. <b>DP</b></p> <p>HR have formal monitoring arrangements to assess the following BVPIs:</p> <p>BVPI 11a - % of top 5% of earners that are women  BVPI 11b - % of top 5% of earners that are from BME communities  BVPI 16a - % of employees declaring that they meet the requirements of the DDA 1995  BVPI 17a - % of employees that are from a BME community. <b>MS</b></p> <p>The Strategic Social Inclusion Group oversees Darlington Borough Council's performance in relation to these other equal opportunities performance indicators:  BVPI 2 (CRE standard)  BVPI 2a (Equalities standard)  BVPI 2b (Duty to promote race equality)  BVPI 174 (Number of racial incidents)  BVPI 175 (Racial incidents that lead to further action). <b>DP</b></p>

<b>Guidance</b>	<b>Checklist Item</b>	<b>Evidence</b>	<b>Darlington Borough Council Evidence</b>
<b>2.1.4 Create corporate structure for overseeing development of information and monitoring systems</b>		The CEP contains details of how employment and service delivery monitoring systems will be overseen and how this will be co-ordinated with the monitoring duties in the Race Equality Scheme.	Strategic Inclusion Group and Inclusion Implementation Groups monitor performance and report to CMT/Council/cabinet as appropriate. <b>DP</b>
<b>2.1.5 Ensure that mechanisms for responding to harassment on the grounds of race, disability and gender are in place</b>	<p>Does the authority have well-defined procedures for dealing with harassment in employment and service provision?</p> <p>Has the authority assigned specific officers to deal with harassment?</p> <p>Does the authority take part in multi-agency panels for dealing with and countering incidents of harassment?</p> <p>Does the authority use the recommended definition of a racial incident, and form of recording such incidents and appropriate evidence?</p>	<p>Documented procedures agreed with staff, community and other stakeholders. List of nominated officers (including breakdown in terms of race, disability and gender) and evidence of training for such officers in responding to harassment issues.</p> <p>Information about panel(s), including timetable of meetings and reports of proceedings.</p> <p>Copy of form.</p>	<p>Well-defined procedures in terms of employment. Copy of Anti Harassment and Bullying Policy, Employee and Management Guidance. CMT and JCC minutes showing that these are agreed. <b>MS</b></p> <p>List of Council's 20 Listening officers (broken down by race, disability and gender). Evidence of Listening Officer training and Briefing sessions run for HR Managers.</p> <p>The Thematic Partnership 'Community Safety' acts as a performance monitor on these incidents. The Operational arm - the Community Safety Partnership - actions and collates incidents across its policing functions. We have several schemes to support the victims of such incidents - particularly the Crime Prevention Officer and the BME Uniformed warden. <b>AE</b></p> <p>Racial Incident reporting due for review in 2004. Copy of form available. <b>DP</b></p>
<b>2.2.1 Ensure that draft Corporate Equality Action Plan has been circulated to designated community, staff and stakeholder groups with consultation timetable</b>	<p>Does the draft CEP contain clear objectives for consultation and scrutiny?</p> <p>Is the draft CEP available in an appropriate range of languages</p>	As 2.1.1, checking that the CEP includes this additional information.	Action plan from CER&P circulated as part of Social Inclusion Strategy for Darlington. Timetable for further consultation and final publication of Social Inclusion Strategy agreed. Scrutiny role currently fulfilled by Equal Opportunities Member Scoping group. Role and function of this group to be refined in 2004. <b>DP</b>

Guidance	Checklist Item	Evidence	Darlington Borough Council Evidence
<p><i>and is published in an appropriate range of languages and formats.</i></p>	<p>and formats?</p> <p>Does the draft CEP contain proposals for equality self-assessment, scrutiny and audit?</p> <p>Has the draft CEP been circulated to designated community, staff and stakeholder groups?</p> <p>Has a consultation timetable been set?</p> <p>Has a timetable been set for publication of final CEP?</p>		
<p><b>2.2.2 Review equality content of ‘Community Strategy’</b></p>	<p>Does Community Strategy have equality content consistent with authority’s draft equality plans?</p>	<p>Ensure that Community Strategy documentation and draft equality plans correspond.</p>	<p>Policy Advisor (Social Inclusion) is lead officer for Promoting Inclusive Communities theme of community strategy. Ensures compatibility between these areas of work. <b>DP</b></p>
<p><b>2.2.3 Establish consultation with designated community, staff and stakeholder groups and the wider community on all aspects of equality policy</b></p>	<p>Have consultation meetings with designated community, staff and stakeholder groups been planned?</p> <p>Have consultation meetings with designated community, staff and stakeholder groups been held?</p> <p>Have consultation meetings with designated community, staff and stakeholder groups been reported on?</p>	<p>Reports from meetings with community, staff and stakeholder groups identifying attendees.</p> <p>Documentation that shows how consultation has been used to inform equality plans and objectives.</p> <p>Consultation strategy that includes equality issues.</p>	<p>Consultations did take place with a group of service users and professionals in 2002. The final guidance on FACS did alter subsequent to this consultation but the points made by service users were still valid - consultation arranged through User Involvement Partnership. <b>AN</b></p> <p>Additionally Leisure and Arts have recently undertaken a variety of consultation on equality policy. This includes the following.</p> <p>“Access to Services” has been considered in line with the Disability Discrimination Act. The Council has had full</p>



Guidance	Checklist Item	Evidence	Darlington Borough Council Evidence
	Is consultation on equality co-ordinated at a corporate level?		<p>support from DAD throughout the process. This has been a major part of the Arts Lottery bid. Leisure and Arts have also been close partners for work with the Children’s Fund in which access issues such as inclusion for participants with disabilities, transport to facilities and services, general access barriers for young people (such as price, supervision and style of activities) have been tackled.</p> <p>Consultation with the visually impaired has also taken place with some piloted activities to encourage participation in sport and arts.</p> <p>We are working with the Learning Disabilities Partnership to ensure a fully inclusive sensory room and play area are part of the major Dolphin refurbishment, and have recently secured money for an Inclusion Co-ordinator. This role will have a focus for consultation across Leisure and Arts with participants and families of people with disabilities. <b>SW</b> Our draft business plan for Growing Older Living in Darlington (GOLD) for the period 1st April 2004 - 31st March 2005 states the following:</p> <p>“Strategic Objective = To consult and engage with older people as partners, including frailer potentially vulnerable older people, people from black and minority ethnic communities and disabled older people.</p> <p>Planned activity to meet strategic objective = Identify specific user groups and make contact. Prioritise those contacts and schedule of interviews discussions to be agreed.</p>

Guidance	Checklist Item	Evidence	Darlington Borough Council Evidence
			<p>Measure of success = Minimum of four organisations to be contacted and interviewed and/or twelve frailer (housebound) disabled older people to be interviewed.</p> <p>GOLD had their first meeting with Tony Lindsay of the REC on 27/02/04, a GOLD representative has been invited to attend their Executive Committee Meeting, date to be confirmed.</p> <p>Contact has already been made with the black &amp; minority ethnic community via Tony Lindsay. The first formal consultation event will take place in April/May 2004.</p> <p>We envisage meeting with other minority groups following a GOLD representative's attendance at the REC Executive meeting, initially within their own ethnic groupings but the ultimate aim will be to have black and minority ethnic communities as full members of existing task groups". <b>BD</b></p> <p>SureStart has dealt with a number of issues relating to equal opportunities in the communities it covers in Darlington. These have included taking into account the needs of the various ethnic minority groups and formulating actions which have responded to these needs. Examples of this include consulting with the Bengali Community and as a direct result of this consultation employing an Ethnic Minority worker to focus on the needs of this group. Equally a further Ethnic Minority Community Engagement Project Worker has been employed on a Service Level Agreement basis to reach out to the Sikh, Chinese and Cantonese Communities who live in the SureStart areas of Darlington. A recent piece of project</p>

Guidance	Checklist Item	Evidence	<b>Darlington Borough Council Evidence</b>
			<p>work has also included working with the local Travelling Community and looking at ways in which SureStart services can be delivered to this community on an equal footing with other communities in the SureStart area. <b>MM</b></p> <p>Darlington's Teenage Pregnancy Strategy &amp; annual action plans follow the main goals of the National Strategy, i.e. to reduce the rate of conceptions in the under 18's by 55% by 2010 and to set a downward trend in the conception rates for under 16s. and to reduce long term social exclusion for teenage parents and their children.</p> <p>The principles are consistent with National Guidance in that they are:</p> <ul style="list-style-type: none"> <li>• Young People Centred</li> <li>• Involve Partnership working</li> <li>• Long Term and sustainable</li> <li>• Address Inequalities</li> <li>• Evidence-Based Practice.</li> </ul> <p>In relation to social exclusion of Teenage Parents, Tees Valley Housing are just about to open 6 units of supported accommodation on the site of the former Gladstone Hall, now called Grace Court which has been developed as part of the strategy and includes multi agency working across agencies in Darlington to enable the young parents (aged from 16-25) to move to independent living by developing their skills. This includes not simply parenting or managing a household, but involving them in further education, training or employment to try to break the cycle of social exclusion for them and their children. Consultation on this project was given an award by Investing in Children in recognition of the quality of the</p>

Guidance	Checklist Item	Evidence	Darlington Borough Council Evidence
			<p>consultation with young people. The strategy also recognises and tries to address the fact that those at greatest risk of becoming pregnant under 18 are those who are at greatest risk of social exclusion, e.g. not living with or isolated from their families, not attending school, etc. <b>HA</b></p> <p>A Community Cohesion launch event, celebrating a number of cross-cultural youth participation projects, organised by Darlington Borough Council in association with a number of other agencies will be held on Saturday 27<sup>th</sup> March 2004 at the Dolphin Centre, Darlington. <b>HA</b></p> <p>The Education Department has adopted an Inclusion Strategy following extensive consultation and engagement with stakeholders and partners. During 2002 a range of organisations were consulted to identify the broad principles that underlay the Strategy. These included amongst others the Police, diocese, Connexions, Learning and Skills Council, schools and local disability groups. Paper consultation on the Draft Strategy was conducted with the same organisations during 2003 and a series of workshops were held with schools (Spring 2003) and Governors (Autumn 2003). Executive summaries of the Strategy were distributed to interested parties in November 2003 including parents seeking further views. <b>JK</b></p>
<p><b>2.2.4 Engage in consultation with Members, employee representatives, departments and service areas on equality impact</b></p>	<p>Have Members and departments/service areas been consulted on equality plans?</p> <p>Have these consultations been</p>	<p>Reports on consultation with dates and circulation list; attendance at consultative groups; information on outcomes.</p>	<p>Social Inclusion Implementation Group agreed to incorporate Trade Union representation within the group in February 2004. <b>DP</b></p>

<b>Guidance</b>	<b>Checklist Item</b>	<b>Evidence</b>	<b>Darlington Borough Council Evidence</b>
<i>and needs/requirements assessment and all aspects of the CEP</i>	<p>reported on?</p> <p>Are there specific consultation results/reports for each department/service areas?</p>		
<i>2.2.5 Each department and service area to engage in consultation with designated community, staff and stakeholder groups on its equality impact and needs/requirements assessment and its service delivery</i>	<p>Has each department held consultation meetings with designated community, staff and stakeholder groups on its service delivery?</p> <p>Are there specific consultation results/reports for each department/service area?</p> <p>Are reports of these consultation meetings available?</p>	<p>Reports on consultation with dates and circulation list; attendance at consultative groups. Reports and recommendations arising from service level consultation; documentation containing implications of consultation for all services.</p>	<p>CER&amp;P action plan has undergone first round of consultation as part of the draft Social Inclusion Strategy consultation process. Action plan has been amended as a result of this process. Additional external consultation on CER&amp;P planned.</p> <p>Review of all Darlington Borough Council's equal opportunities policies commenced March 2004. Policy Review Group includes Trade Union representation and County Durham and Darlington Racial Equality Council representation. New policies to be approved by the Joint Consultative Committee. <b>DP</b></p>
<i>2.2.6 Each department and service area to engage with equality self-assessment, scrutiny and audit on its service delivery</i>	<p>Does the draft CEP contain guidelines and plans for department/service level self-assessment?</p> <p>Does the draft CEP contain guidelines and plans for department/service level scrutiny by designated community, staff and stakeholder groups?</p> <p>Does the draft CEP contain plans for independent audit for each department/service level?</p>	<p>Draft document specifying the access to service element of the CEP. Identifiable sections on self-assessment, consultation, scrutiny and audit.</p>	<p>CER&amp;P contains guidelines and plans for equalities impact self assessments, including timetable. Individual departmental equalities implementation teams have met to consider and comment on a corporate approach to self assessment during March 2004. <b>DP</b></p>

<b>Guidance</b>	<b>Checklist Item</b>	<b>Evidence</b>	<b>Darlington Borough Council Evidence</b>
<b>2.2.7 Seek to ensure that the equality policy and objectives are incorporated in 'partnership' arrangements engaged in by the authority</b>	<p>Have draft equality policy documents been circulated to all authority partners?</p> <p>Have consultation meetings been held with partners?</p>	Documentation specifying circulation lists and distribution dates; minutes of meetings with partners.	<p>Equality policy incorporated in partnership arrangements - The community partnerships adopt either a terms of reference or a constitution (this outlines the objectives of the group, membership, etc). These documents include reference to equal opportunities.</p> <p>A standardised template for SLAs is being developed which will ensure that a standard equal opportunities statement is included. <b>SW</b></p> <p>Although there is no explicit statement in relation to equality the Community Safety Partnership draws on the statements of its statutory partners. <b>AE</b></p>
<b>2.3.1 Engage in department and service area impact and needs/requirements assessment</b>	Has each department/service level carried out or contributed to a requirements/needs assessment for its area of service delivery?	Needs/requirements assessment covering all service areas, or identifiable in cross-cutting themes.	Social Inclusion Implementation Group involved in impact assessment prioritisation. <b>DP</b>
<b>2.3.2 Engage in development of department/service level equality objectives and targets</b>	<p>Draft equal access plans covering departments/services.</p> <p>Minutes of meetings or reports; notes from discussion groups or workshops.</p> <p>Meetings/correspondence with professional bodies.</p> <p>Comparison against similar authorities.</p>		<p>Linked to corporate Performance Management Framework. Departmental equality implementation groups drive forward performance, particularly where plans differ from the agreed minimum corporate standard. <b>DP</b></p> <p>For example, Social Services have on the Development and Improvement statement clear targets for BME engagement.</p> <p>This is the basis of all the work with assessment, carers and direct payments, and Social Services have invested some time and money in a BME audit. This would be reviewed by the partnership boards and linked to terms of reference for the partnership boards for both Learning Disability and Mental Health. <b>LD</b></p>

<b>Guidance</b>	<b>Checklist Item</b>	<b>Evidence</b>	<b>Darlington Borough Council Evidence</b>
<b>2.3.3 Review of services should include the procurement function and all contracted services and partnership arrangements</b>	<p>Has all procurement, and have contracted services, been reviewed with regard to the Equal Access to Service Plan?</p> <p>Do all contractors meet the equality criteria laid down in the CEP?</p> <p>Does the CEP contain equality criteria for partnerships?</p>	<p>Details within the review of procurement and contracted services.</p> <p>Evaluation of contracted services in the context of criteria laid down in CEP.</p> <p>Criteria for achieving the objectives of the CEP through Partnerships.</p>	<p>Equalities clauses incorporated into all contracts. Mechanisms for monitoring equality criteria need further development. <b>DP</b></p>
<b>2.3.4 Each department and service area to establish planning groups for monitoring and information systems</b>	<p>Has the departmental/service level group for planning service monitoring been established?</p> <p>Have plans for service monitoring been developed?</p>	<p>Details of group membership and minutes of meetings.</p> <p>Plans setting out service monitoring programme.</p>	<p>Departmental groups have met to discuss equality impact assessments by end of March 2004.</p>
<b>2.4.1 Develop fair employment and equal pay policy element of CEP</b>	<p>Has work been done to develop a fair employment policy?</p> <p>Has work on the equal pay review started?</p> <p>Is the data on pay sufficient to enable an equal pay review to be carried out? If not, are plans in hand to ensure that data is being collected?</p>	<p>Documentation on fair employment policy and pay reviews underway or completed.</p>	<p>Details of amendments to policies to ensure that they are fair in terms of diversity issues and updated in line with employment legislation.</p> <p>Report giving update on job evaluation process; need to consider equality issues as part of a pay policy and need to undertake an equal pay audit. Timetable for implementation also attached. Single status work commenced. Checked that all employment policies fair in terms of diversity. Rolling process of updating in line with legislation. (Recently done maternity, paternity and adoption; Anti-Bullying and Harassment and Sexual Orientation, Religion or belief). Work on equal pay review ongoing in terms of job evaluation. Anticipated end date April 2005. When all data</p>

<b>Guidance</b>	<b>Checklist Item</b>	<b>Evidence</b>	<b>Darlington Borough Council Evidence</b>
			gathered, will undertake equal pay audit. <b>MS</b>
<b>2.4.2 Engage in employment equality assessment of the Local Labour Market Area</b>	Has the LLMA assessment been planned?  Has the LLMA assessment started?	Plan and action programme for the Local Labour Market Survey.	Jane Wren from the Employers Organisation (020 7296 6741) has advised that this is a problem area and that further guidance will be produced. Advised that it would be sufficient to have data gathered to date on the local labour market to achieve Level 2. Information on the Labour market in Darlington (including equality issues) accessed from the Tees Valley Joint Strategy Unit. <b>MS</b>
<b>2.4.3 Engage in workforce profiling and an equal pay review</b>	Does the CEP contain plans for workforce profiling and equal pay review?	Corporate Equality Plan documentation	Workforce profiling already takes place. The Council has timetabled plans for undertaking an equal pay review once the job evaluation process is completed. Latest report to CMT on management information on the workforce and applicants for employment. This demonstrates that the Council already engages in workforce profiling in terms of ethnicity, disability, gender, and part-time/full time status.  Please see section 2.4.1 re. equal pay review.  Further details enclosed in Corporate Equality Plan documentation. <b>MS</b>
<b>2.4.4 Adopt procedures to ensure that publicity for vacancies does not unfairly restrict the range of applicants</b>	Have the authority's recruitment publicity and advertising procedures been reviewed for unfair limitation and restriction?  Have procedures been modified in light of the review?	Report based on review with recommendations. Procedures modified in line with recommendations.	JCC report, 2002 requesting clearance of revised Recruitment and Selection Policy. Incorporates recruitment publicity and advertising procedures. Copy of 'Jobscene' (jobs bulletin) with clear equal opportunities statement and external advert showing equal opportunities statement. The Council's recruitment publicity and advertising procedures are reviewed on an ongoing basis for unfair limitation and restriction. Details given in Section 7 of Managers' Guide to the Recruitment and Selection procedure. <b>MS</b>



<b>Guidance</b>	<b>Checklist Item</b>	<b>Evidence</b>	<b>Darlington Borough Council Evidence</b>
<b><i>2.4.5 Produce a standard range of application forms and job descriptions that are clear and explicit</i></b>	<p>Have all recruitment forms and job descriptions been reviewed?</p> <p>Have recruitment forms and job descriptions been modified in line with review findings?</p>	<p>Report, minutes and samples of revised documents.</p> <p>Evidence of procedures to ensure compliance throughout the authority.</p>	<p>E-mail showing that comments have been sought on recruitment and selection documentation. Samples of revised documents available. E-mails to HR Managers asking them to promote usage in Departments. All documents go via central Recruitment and Selection team to ensure compliance throughout Council. <b>MS</b></p>
<b><i>2.4.6 Review personnel information system for monitoring suitability including supporting the council's statutory ethnic monitoring duties</i></b>	<p>Has the personnel information system been reviewed for monitoring suitability?</p> <p>Is the system capable of supporting compliance with the Race Equality Scheme ethnic monitoring duty?</p> <p>Are resources available to adapt/modify the system if it proves necessary?</p>	<p>Report detailing review parameters, identifying the ways in which it complies with the Race Equality Scheme or the resources required to ensure compliance. Implementation plans should include resource allocation and timetable if necessary.</p>	<p>Personnel information system (COMPEL) reviewed and developed on an ongoing basis for monitoring suitability, including supporting the council's statutory ethnic monitoring duties.</p> <p>COMPEL print-outs showing capacity to monitor workforce by ethnicity in accordance with their, access to training, disciplinary and grievance procedures and leaving employment. There are plans to develop COMPEL to monitor Performance Development Review scores by ethnicity. Also capacity to monitor applicants for employment. Have trained HR Systems Administrator in post to ensure compliance. <b>MS</b></p>
<b><i>2.4.7 Have all employment procedures been made consistent with current legislation and all relevant employment Codes of Practice?</i></b>	<p>Has a review of employment procedures been carried out?</p> <p>Have all employment procedures been made consistent with current legislation and all relevant employment Codes of Practice?</p>	<p>Report based on review findings with recommendations.</p> <p>Documentation to show procedures/staff handbook changed in line with recommendations.</p> <p>Evidence of distribution to staff.</p>	<p>Employment procedures updated on ongoing basis to make consistent with current legislation and all relevant employment Codes of Practice.</p> <p>CMT papers detailing changes required due to Race Relations (Amendment) Act 2000 and Equality Standard for Local Government. Review of Race Equality Scheme. CMT paper detailing revisions to maternity, adoption and paternity leave schemes; copies of schemes and evidence of circulation available.</p>

Guidance	Checklist Item	Evidence	Darlington Borough Council Evidence
			<p>HR Advisory circular on 'Right to Request Flexible Working'.</p> <p>CMT paper on New Equality Legislation and evidence of circulation.</p> <p>Copy of articles in 'The Flyer' (staff newsletter) and revised procedures. <b>MS</b></p>
<p><b><i>2.4.8 Develop a programme of equality training to support the CEP and departmental service objectives. Ensure that the training programme is consistent with the training arrangements in the council's Race Equality Scheme</i></b></p>	<p>Has a programme of equality training been developed and planned?</p> <p>Is it consistent with the council's Race Equality Scheme?</p>	<p>Production of programme plan; training materials; allocation of staff time; appointment of trainers shown to be consistent with CRE guidelines.</p>	<p>Programme of equality training has been developed to support the CER&amp;P and departmental service objectives. Training programme is consistent with the training arrangements in the Council's Race Equality Scheme.</p> <p>Schedule of dates, details of trainer and course specifications available for the following courses:</p> <ul style="list-style-type: none"> <li>Introduction to Deafness</li> <li>Disability Equality Awareness</li> <li>Race Equality Training</li> <li>Equal Opportunities and Diversity for Employees</li> <li>Equal Opportunities and Diversity for Managers.</li> </ul> <p>Training materials to be provided. <b>MS</b></p>

## **9. Consultation, community development and scrutiny**

Darlington Borough Council has a corporate approach to consultation, which is directed by the strategy below. In 04/05 that strategy will be updated to offer further guidance on engaging with groups that the Council has found it difficult to engage with in the past.



# CONSULTATION STRATEGY

POLICY UNIT

OCTOBER 2001

*“Ensuring we consult with all relevant stakeholders in an efficient and cost effective way, obtaining views which are representative”*

The co-ordination of the Council’s overall consultation activity is a core function for the Policy Unit

Departments should use and inform the Policy Unit as a corporate resource and clearing house in all consultation initiatives. Innovation is encouraged within a framework of overall co-ordination, achieving the following benefits:

- A corporate facility with dedicated resources, experience, skills and expertise;
- Able to tap into a network of contacts and existing databases of research;
- Achieve a ready understanding of what others have recently completed, what work is in progress or being planned.

## Darlington Borough Council Consultation Strategy

### Contents

Section	Subject
1	Purpose
2	The Strategy Outlined
3	Principles of Good Consultation
4	Darlington BC Consultation Guidelines
5	Consultation on Key Issues: <ul style="list-style-type: none"><li>- the Council's Budget</li><li>- the Community Strategy</li><li>- Best Value</li></ul>
6	Resources for Consultation
7	The role of Members
8	Inclusive Consultation
9	Implementation and Review
Appendices	
A	Consultation on Key Issues - Mechanisms
B	Best Value Reviews - Consultation via Survey Research
C	Best Value User Satisfaction Indicators - Method and Survey Period
D	Sources of detailed guidance
E	Established groups and consultation fora

## Darlington Borough Council Consultation Strategy

*'Consultation is a process of dialogue which leads to a decision'*  
Audit Commission 1999

### 1. Purpose

#### The duty to consult

Consultation is not a new concept to Darlington Borough Council and local authorities in general. Specific statutory duties to consult in relation to particular services have existed for some time. However, the Local Government Act 1999 places a general duty on local authorities to consult *'for the purpose of deciding how to fulfil the duty of Best Value'*. To achieve this, the following must be consulted:

- council tax and business rate payers;
- service users;
- others with an interest in their area.

Although the Secretary of State has powers to issue guidance on consultation under the Act, the Government has no current plans to do so (DETR Circular 10/99). It takes the view that authorities are best placed to decide whom to consult and in what way. However, it believes that authorities should take a strategic approach to consultation. This is reinforced by the duty placed on the Council in the Local Government Act 2000 to prepare a Community Strategy, to promote the economic, social and environmental well being of their area. Hence the need for a Consultation Strategy to formalise and develop the actions taken by the Council so far. It will also inform Members and Officers of the consultation resources available to the Council.

*CORE PURPOSE - To ensure that the Council consults with all relevant stakeholders in an efficient and cost effective way, obtaining views which are representative of the community and contribute towards the provision of services which offer Best Value, through the establishment of standards, a framework for co-ordination and the promotion of good practice.*

Consultation goes beyond the duty of Best Value. It has existed as a statutory duty in other areas for some time - such as in respect of planning proposals. It has been encouraged in other areas such as the Tenant Participation Compact, which builds upon our established Residents' Panel.

### 2. The Strategy in outline

#### 2.1 What the strategy contains

It is intended that the strategy will guide consultation, provide information on the resources available within the Council, identify sources of information on more detailed techniques and ensure that our approach is 'corporate' - i.e. consistent and carried out to a high standard with the minimum of duplication.

In realising this core purpose, the Consultation Strategy will work towards the Council achieving the following Aims and Objectives in its Performance Plan:

Aim 6	Strive for greater involvement of Darlington’s citizens in all the decisions that affect their lives
Objective 16	Seek the views of service users and other interested parties before we develop or make significant changes to a service

This strategy establishes the framework for consultation across all aspects of the Council’s business, not just to support Best Value reviews or preparation of the Performance Plan. It builds upon the commitment to consultation and the mechanisms already established by the Council to support this. It seeks to ensure that all consultation is effectively carried out, that the information and views obtained are properly used and contribute to decision making and service improvement across the Council. It will also provide the co-ordination necessary to achieve cost-effective consultation and information sharing, avoiding the risk of alienating the public we wish to involve more closely in local government through perceived duplication of effort and poor communication.

To achieve this, it considers:

- principles of good consultation (section 3)
- standards to be maintained across the Council (section 4)
- who should be consulted (including ‘hard to reach’ groups - section 7)
- established consultation mechanisms and other tools available for use (appendices)
- arrangements for the management and co-ordination of consultation (section 4 and Appendix A)
- resources for consultation (section 6)
- a programme of ongoing research (Appendix B)

## 2.2 Scope

As noted above, the Strategy applies across all aspects of the Council’s business and seeks to promote co-ordination through raising awareness of consultation activity. However, particular attention is given to consultation in respect of the following issues:

- determination of the Council’s service priorities;
- the budget setting process;
- Best Value service reviews (as part of the 4Cs);
- preparation of the Best Value Performance Plan and Community Strategy.

It concerns external consultation and that within the Council and with partner organisations.

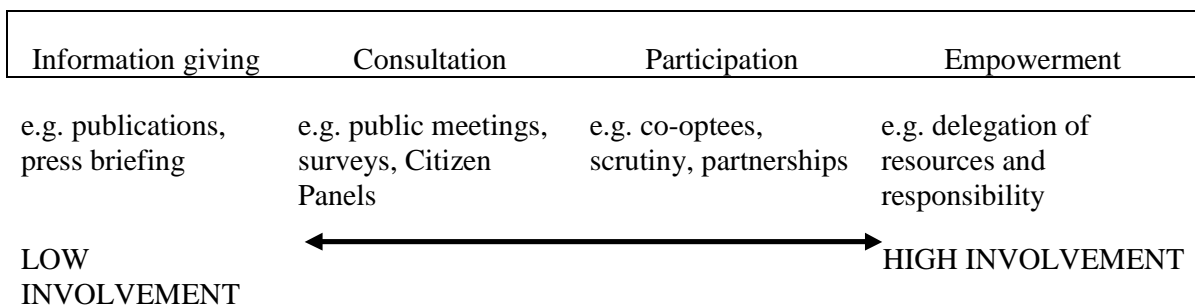


Scope for innovation will be retained to ensure continuous improvement in consultation as in all other aspects of our activities - and it will be revised in the light of our experiences.

### 3. Principles of good consultation

#### 3.1 What is 'consultation'

The Audit Commission define consultation as 'a process of dialogue which leads to a decision'. The notion of consultation as a dialogue implies an on-going exchange of views and information, rather than a one-off event. Consultation can be placed on a continuum of involvement, which may be simply visualised as follows:



Although represented as a continuum, this does not imply that high involvement is necessarily better than low involvement. However, each stage can be seen as building upon the preceding phase. Local government is based upon the principle of representative democracy where Members are elected to take decisions on behalf of the wider community - and to be responsible and accountable for those decisions. Members may indeed need to reconcile conflicting views following consultation.

This implies that Councils should consult to ensure that a wide range of views are represented, and provide information to the public on their decisions and actions - which in turn will lead to more informed consultation. The move to engage more closely with local communities, through new political management arrangements and partnership working to promote community well being, will increase the need for participation. This strategy, therefore, whilst principally concerned with consultation, also addresses the interface with information giving (e.g. publishing the Performance Plan) and participation (e.g. co-option to a Scrutiny Committee).

The DETR<sup>7</sup> have classified involvement as follows:

Information - enabling the public to be better informed and understand Council policies and priorities

Learning - listening to and learning from the public (i.e. consultation)

Exchange - defining issues and debating problems and solutions with the public (i.e. participation).

<sup>7</sup> Modern Local Government - Guidance on Enhancing Public Participation, (ISBN 1 85112 124 2)

DTLR (previously DETR) identify possible techniques for involvement, depending on the purpose. A selection are shown below:

Purpose	Involvement Technique
Information	Consultation documents, media coverage, exhibitions, public meetings.
Learning	Complaints/ suggestion schemes, satisfaction surveys, citizens' panels, advisory referenda, co-option, focus groups.
Exchange	Interactive websites, citizens' juries, vision exercises, forums.

To date, the Council has used fairly traditional techniques aimed principally around Information and Learning including representative research. In future, we may want to exploit additional techniques which give greater opportunity to contribute to the development and exchange of ideas rather than indicate a preference between given options - i.e. to achieve greater involvement. The additional sources of guidance identified in Appendix D form a good starting point for anyone with a particular interest in this area.

### 3.2 Good Practice Principles

The Audit Commission have identified four main principles of good practice:

#### Related to a decision the authority intends to take:

All consultation should relate to a decision which can be influenced by that consultation. Consultees should understand what they can change by responding and be given feedback on how their views were taken into account.

#### Competently carried out:

The consultation exercise should be well designed, representative of all stakeholder groups affected by the decision and using appropriate techniques and sampling methods.

#### Inclusive:

Some groups have been regarded as 'hard to reach', whether as a result of language or cultural barriers, lack of time or interest. The Best Value guidance (DETR circular 10/99) stresses the importance of communicating with such groups.

#### Used in practice:

Consultation should be linked to decision making, for example in resource allocation and service reviews. Councils may need to resolve conflicting views arising from consultation and should provide feedback to consultees, including how the information was used.

Feedback to consultees is an important element as it underpins two of the good practice principles.

These principles have been used to provide the basis for the guidelines which will apply to all consultation exercises undertaken by Darlington Borough Council. These guidelines are described overpage.

#### 4. Darlington Borough Council - Consultation Guidelines

##### Our Commitment to Consultation

*“We will consult with service users and other stakeholders before we make changes to a service or policy. That consultation will be inclusive, based upon plain English and other appropriate languages and we will provide feedback on the decisions made on the basis of consultation”.*

To deliver this Commitment, we will follow these guidelines:

##### 4.1 - Consultation is related to a decision

- identify the purpose of consultation and what use will be made of the information in advance
- design / adapt a consultation mechanism which will derive the required information
- inform consultees of the purpose of the consultation - and what can (and cannot) be influenced by their response
- do not consult where a decision has already been made

##### 4.2 - Consultation is competently carried out

- choose an appropriate technique (see sources of guidance in Appendix C)
- identify all stakeholders
- use simple language, avoiding jargon
- consider simple, practical points such as avoiding a room layout which encourages an ‘us and them’ mentality for meetings
- avoid bias in question phrasing and other aspects of the project design
- seek advice on technical issues as required, e.g.
  - \* where sampling is required ensure this does not introduce bias;
  - \* ensure responses are representative of the population of interest;
  - \* be aware of the margin of error associated with survey research.

#### 4.3 - Consultation is Inclusive

- ensure that consultation is representative of all aspects of the community of interest
- be prepared to use innovative methods to engage 'hard to reach' groups
- be prepared to use languages other than English, large print, braille and other formats to reach all stakeholders
- evaluate possible sources of bias in information from such groups after it has been obtained - don't use it as an excuse for not trying

#### 4.4 - Using the results and providing feedback to consultees

- use the findings of consultation to inform the decision for which they were obtained
- when submitting any report making recommendations on an issue subject to consultation record how the findings influenced the decision reached, with reasons, including where consultees wishes could not be met
- provide consultees with a summary of the views expressed and an explanation of how they were taken into account in reaching the decision
- thank consultees for their participation

#### 4.5 - The management and co-ordination of consultation

- Prior to commencing a consultation exercise, ask:
  - ⇒ what information has already been collected ?
  - ⇒ Does the Council already have mechanisms and structures in place which can be adopted for this exercise ?
  - ⇒ Can the consultation be carried out jointly with other services or organisations ?
- responsibility for aspects of Consultation is identified at Appendix A
- Be aware of the Council's corporate consultation arrangements and planned survey research to meet the requirements of Best Value (Appendix B and D)
- Share information - both about planned consultation and the results you have obtained. The Policy Unit will maintain a record of survey research in the public folders of MS Exchange. Inform Policy Unit whenever you undertake research so that this record can be kept updated.

Consultation may be carried out in-house or external resources employed. Relevant factors will be; available expertise, the need for independence (both to give the results credibility and to ensure that consultees will participate and express their true views) and timescales. The cost of external resources will need to be balanced against the importance and likely use of the information obtained and available alternatives within the Council.

The framework provided by this strategy, the information it contains and sources of further information and guidance identified should enable Members and Officers to undertake and use the outputs of consultation in the manner envisaged by these good practice guidelines.

## 5. Consultation on Key Issues

Appendix B identifies a series of important issues around which consultation is important. It features a range of existing consultation mechanisms which the Council has in place and aligns these with those issues to which they appear most appropriate. It is not intended to be exhaustive or prescriptive in relation to each topic - innovation within the Council's consultation guidelines is encouraged. Although Appendix B considers consultation across a wide range of issues, particular attention is drawn to the following:

### 5.1 The Budget

The level of resources has an important impact on the services we can provide. The Council will take account of the views of the community and employees in making decisions on the allocation of resources.

### 5.2 The Community Strategy

The Plan needs to reflect the views and priorities of the community and be owned by it and agreed by all relevant agencies who can contribute to it. Full consultation is therefore integral to its adoption and continued development.

### 5.3 Best Value Reviews and Performance Plan

Government guidance on implementing Best Value (DETR Circular 10/99) states that authorities are best placed to decide who to consult and in what way to meet statutory requirements. But it does state that the following are required in reviews:

- co-ordination with other Best Value authorities and other public bodies undertaking consultation at the same time - especially in two tier areas;
- within a broad framework of general principles, a mix of techniques should be used which are appropriate to different services and to communicate with groups which are typically hard to reach;

- a process for selecting appropriate approaches to each review (the contents of this strategy and other supporting information should achieve this in a co-ordinated way);
- informing consultees of the purpose of consultation, how the information will be used, details of the timetable and decision making process and feedback on the outcome.

The Council's Best Value Review Handbook provides further guidance on consultation in the context of reviews.

The Best Value Performance Plan will include the outcome and targets set by reviews, in part derived from consultation as above. To satisfy the general duty of Best Value the views of non-domestic rate payers, taxpayers and service users should be obtained.

## 6. Resources for Consultation

### 6.1 Corporate

There is a limited corporate budget for consultation, managed by the Policy Unit, which has been established to fund the following:

- Community Consultation - the Best Value user satisfaction survey and service priorities;
- Citizens' Panel - research around service priorities, service development and Best value reviews.

Departments and Best Value Review Team leaders can use these surveys without recharge. This will be co-ordinated by the Policy Unit. See Appendix B for further information.

Contact - John Bosson ext 2016 (Rm 106)

It may be possible to finance further, ad hoc consultation initiatives re subjects of corporate significance (e.g. focus group) from this budget. This is subject to the requirements outlined above which have priority for this budget.

### 6.2 Questionnaire Research - SPSS

The Policy Unit have the SPSS questionnaire design and analysis package. This resource is available to departments, subject to workload priorities. The protocol for the use of this system is as follows:

- consult the Policy Unit prior to designing the questionnaire;
- Policy Unit will design the questionnaire to departmental requirements, providing advice as appropriate;
- data entry will usually be undertaken by departments, using remote data entry facility;

- analysis undertaken by Policy Unit and provided to departments for reporting.

For further information please contact Neale Kipling, ext 2021 (Rm 102).

### 6.3 Best Value Reviews

As with other costs of the review process, it has been determined that these will be borne by the service under review, the exception being where consultation is part of the corporate programme (para 6.1).

### 6.4 Other service development

As per Best Value reviews (6.3)

## 7. The role of Members

Elected Members have two principal roles within the Council - as decision makers, either in the Executive as members of the Cabinet, or at Full Council. and also as community representatives - as Ward Councillors and members of the Scrutiny Committees and consultation fora. Both these roles have an important part to play in consultation.

Members will often take decisions which has been informed by the findings of consultation exercises. They will need to take account of this and to balance what may be contradictory views emerging from consultation.

### 7.1 On-going consultation

All Members will contribute to information gathering and giving through Ward Surgeries and the receipt of comments, compliments and complaints. These provide the opportunity to raise issues which are of concern to residents, which Members will in turn raise with the relevant Department. Through monitoring these Member enquiries we can gather further intelligence on service delivery.

### 7.2 In relation to specific initiatives

#### Scrutiny Committees

The Council has established 5 thematically based scrutiny Committees -

- Resources
- Public Protection & Community Partnerships
- Social Affairs & Health
- Lifelong Learning
- Environment

In addition to examining the performance of the Council and scrutinising decisions of the Cabinet, they will contribute to the development of policy according to agreed work programmes. This will provide an opportunity to consult with Members as community representatives on significant policy issues.

### Consultation Forums

The Councils Consultation Forums are retained in the new structure and are chaired by the relevant Cabinet member. They include representatives of particular interest groups and the wider community. Further details are included at Appendix D.

### Best Value Reviews

Scrutiny Committees will provide the principal forum for consulting with Members in the course of reviews.

### Issue specific

When consulting on a particular topic consider involving the relevant Cabinet portfolio holder. It will give greater weight to the exercise and demonstrate the Council's commitment to listening and involving people. Where the consultation is likely to assume a high profile, at least inform the relevant portfolio holder that it will be taking place.

### Area specific

Where the issue affects a particular area ensure that Ward Members are aware and offer them the opportunity to participate in any public meetings to be held.

## 8. Inclusive Consultation

### 8.1 'Hard to reach' groups

Some identifiable groups have been categorised as 'hard to reach' because they are typically difficult to engage in consultation. There may be a number of reasons for this but part of the explanation lies with the methods Councils and other public bodies have traditionally used. The barriers which need to be overcome include:

- disability
- cultural
- language
- physical accessibility (transport, lack of time, no permanent home)
- lack of interest

We should try to include groups of people experiencing these barriers in our 'mainstream' consultation activities as far as possible. However, it will also be necessary to make further arrangements to ensure that our consultation is inclusive. It may be difficult to ensure that such consultation is representative in the accepted sense of statistical validity but it should provide an important perspective on the Council's services. The findings may require careful consideration before being extrapolated across the community of interest.



## 8.2 Breaking down the barriers

Young people - The 'Yes to Youth' (Y2Y) and 'Peer Support 2000' (PS2K) groups have been established for young people from across the Borough's schools to encourage them to take an interest in community affairs and local governance.

Contact - Sue Davidson, Community Education, ext 2858

People with disabilities - Darlington Association on Disability

Contact - Lauren Robinson 01325 489999 and/or Social Services Department

Consider producing documentation in large type, braille and audiotape and when convening meetings consider accessibility of the building, transport, provision of induction loops and the role of carers etc.

Growing Older In Darlington (GOLD)

Contact - The GOLD Project Team 01325 346200

People from ethnic minorities - Darlington & Durham County Racial Equality Council

Contact - Tony Lindsay 01325 283900

## 9. Implementation and Review

### 9.1 Implementation

This strategy is intended to be a source of guidance and information and will be subject to periodic evaluation and review.

In the first instance, the strategy is intended to provide a consistent corporate framework within which existing consultation is carried out and new consultation projects developed.

Implementation therefore, will comprise the following:

- carrying out core, corporate consultation on the budget, best value reviews, the best value performance plan, policy development and service reviews according to the mechanisms, timetable etc. shown in Appendix A. It is noted that the timetable is indicative only and can be varied according to national and local requirements;
- dissemination of the strategy through various channels such as the public folders, departmental management teams, the Flyer etc. so that officers and members are aware of the main components of the strategy and can take advantage of economies of scale and other benefits (such as reducing consultation fatigue).

### 9.2 Review

The purpose of reviewing the strategy is to evaluate its effectiveness and identifying improvements. This will take place on two levels:

- reviewing the effectiveness of the overall strategy;
- reviewing the effectiveness of individual consultation projects undertaken as part of the strategy.

The strategy will be updated and improved in the light of findings of review and evaluation. This will ensure that the consultation methods deployed are the most relevant at any given time, fit for purpose and provide value for money.

In addition to reviewing the individual components of the strategy (see below), the strategy itself will be reviewed on an annual basis to assess:

- compliance with the framework outlined in Appendix A, noting particular achievements and/or difficulties;
- the degree to which feedback was provided;
- levels of awareness of the corporate consultation strategy;
- a high level audit of the other consultation work undertaken within the authority and the degree to which this could in future be linked with the corporate strategy;
- the appropriateness of existing mechanisms on the ‘continuum of involvement’ described in section 3.1;
- the appropriateness of linkages with other organisations e.g. partners.

An evaluation of the effectiveness of the strategy will be made on the evidence identified by the review according to the above criteria.

Individual components of the strategy i.e. specific consultation projects will be evaluated against the following criteria:

- inclusiveness;
- response rate;
- contribution to decision-making;
- feedback from consultees;
- cost-effectiveness.

In reviewing individual components of the strategy, the Policy Unit will seek active involvement of managers responsible for individual projects and encourage a section on effectiveness to be included in reporting the findings of consultation.

### 9.3 Future Initiatives

In seeking to develop the consultation strategy, the following initiatives have already been identified:

- introduce a feedback newsletter for members of the Citizens Panel;
- review the effectiveness of the Council’s consultation provider;
- establish a corporate employee panel;
- explore opportunities for joint commissioning of consultation research with partner organisations;
- undertake an audit of corporate community development work and capacity building initiatives.

Consultation Programme - Issues & Established mechanisms

ISSUE	WHO	WHY	WHEN	HOW	FEEDBACK	RESPONSIBILITY
<b>Budget</b>	<ul style="list-style-type: none"> <li>• Business community</li> </ul>	<ul style="list-style-type: none"> <li>• taxpayers</li> </ul>	<ul style="list-style-type: none"> <li>• Nov / Dec - budget preparation</li> </ul>	<ul style="list-style-type: none"> <li>• Budget meeting with Business reps; Darlington Partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Update subsequent meeting of Partnership</li> </ul>	<i>Director of Corporate Services</i>
	<ul style="list-style-type: none"> <li>• Local residents</li> </ul>	<ul style="list-style-type: none"> <li>• align spending to community needs</li> </ul>	<ul style="list-style-type: none"> <li>• (Oct - Community Survey)</li> </ul>	<ul style="list-style-type: none"> <li>• Sample of 1,000 residents via Community Survey</li> </ul>	<ul style="list-style-type: none"> <li>• via summary BVPP and Town Crier</li> </ul>	<i>Head of Policy</i>
	<ul style="list-style-type: none"> <li>• Staff / Unions</li> </ul>	<ul style="list-style-type: none"> <li>• impact on jobs and working practices</li> </ul>	<ul style="list-style-type: none"> <li>• Nov / Dec - budget preparation</li> </ul>	<ul style="list-style-type: none"> <li>• Budget forum; representation to leading Members / CMT</li> </ul>	<ul style="list-style-type: none"> <li>• Update subsequent meeting / letter to all staff</li> </ul>	<i>Director of Corporate Services</i>

ISSUE	WHO	WHY	WHEN	HOW	FEEDBACK	RESPONSIBILITY
<b>Best Value Reviews</b>	<ul style="list-style-type: none"> <li>• Service users</li> <li>• user reps (interest groups)</li> </ul>	<ul style="list-style-type: none"> <li>• Does service meet needs</li> </ul>	<ul style="list-style-type: none"> <li>• Consult stage</li> </ul>	<ul style="list-style-type: none"> <li>• specific surveys (including those for satisfaction BVPIs - see Section re Survey Research)</li> <li>• Meetings, focus groups, involvement in Review team meetings</li> </ul>	<ul style="list-style-type: none"> <li>• BVPP</li> <li>• Summary of comments and how the Council intends to respond. Opportunity to comment on final report.</li> </ul>	<i>Review Team Leader / Director</i>
	<ul style="list-style-type: none"> <li>• Employees affected</li> </ul>	<ul style="list-style-type: none"> <li>• impact on jobs and working practices, can things be done better?</li> </ul>	<ul style="list-style-type: none"> <li>• Challenge &amp; Consult stage</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys, interviews, involvement in specific review teams, via Trade Union reps asked to comment on Progress at each stage</li> <li>• opportunity for Unions to include formal response within final report</li> </ul>	<ul style="list-style-type: none"> <li>• Update bulletins from Review Team, The Flyer, liaison meeting with TU reps, feedback presentation at final report stage</li> </ul>	<i>Review Team Leader</i>

ISSUE	WHO	WHY	WHEN	HOW	FEEDBACK	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>Elected Members</li> </ul>	<ul style="list-style-type: none"> <li>Responsibility for overall policies and priorities</li> </ul>	<ul style="list-style-type: none"> <li>Throughout review (incl. progress reports to Scrutiny)</li> </ul>	<ul style="list-style-type: none"> <li>principally via Scrutiny</li> <li>Lead Members via Cabinet reports at Scoping and Improvement Planning Stages</li> <li><i>Ad hoc</i> surveys &amp; seminars as required</li> </ul>	<ul style="list-style-type: none"> <li>via reports to Scrutiny Committee and Cabinet at Interim and Final stages</li> </ul>	<p><i>Review Team leader</i></p> <p><i>Review Sponsor / Team Leader</i></p> <p><i>Review Team Leader</i></p>
	<ul style="list-style-type: none"> <li>Wider community</li> </ul>	<ul style="list-style-type: none"> <li>Overall priorities for finite resources, service may impact beyond direct users</li> </ul>	<ul style="list-style-type: none"> <li>Prior to Improvement Planning (Stage 3)</li> </ul>	<ul style="list-style-type: none"> <li>Community Survey and Citizens' Panel (see Section re Survey Research)</li> </ul>	<ul style="list-style-type: none"> <li>Via BVPP, Summary BVPP and Town Crier.</li> <li>On-going updates to panel members with next survey</li> </ul>	<p><i>Review Team Leader / Head of Policy</i></p>
	<ul style="list-style-type: none"> <li>Potential providers</li> </ul>	<ul style="list-style-type: none"> <li>to help demonstrate competitiveness</li> </ul>	<ul style="list-style-type: none"> <li>At competitiveness stage</li> </ul>	<ul style="list-style-type: none"> <li>questionnaire to establish interest / proposals meeting / briefing days with selected suppliers</li> </ul>	<ul style="list-style-type: none"> <li>reasons for declining approach or request for further work (subject to procurement strategy and regulations).</li> </ul>	<p><i>Review Team Leader</i></p>

<b>ISSUE</b>	<b>WHO</b>	<b>WHY</b>	<b>WHEN</b>	<b>HOW</b>	<b>FEEDBACK</b>	<b>RESPONSIBILITY</b>
<b>Community Plan</b>	<ul style="list-style-type: none"> <li>• other public sector agencies</li> <li>• voluntary sector</li> <li>• business community</li> </ul>	<ul style="list-style-type: none"> <li>• development of a shared vision for D'ton and key actions in partnership to deliver this</li> </ul>	<ul style="list-style-type: none"> <li>• medium term strategic plan, reviewed on tri-annual basis</li> </ul>	<ul style="list-style-type: none"> <li>• Darlington Partnership</li> <li>• Meetings with interest groups</li> </ul>	<ul style="list-style-type: none"> <li>• update to Board meeting</li> <li>• circulation of revised plan</li> </ul>	<i>Chief Executive / Head of Policy</i>
	<ul style="list-style-type: none"> <li>• the wider community</li> </ul>	<ul style="list-style-type: none"> <li>• development of a shared vision for D'ton</li> </ul>	<ul style="list-style-type: none"> <li>• on-going</li> </ul>	<ul style="list-style-type: none"> <li>• Citizens' Panel / Community Survey (see Section re Survey Research)</li> </ul>	<ul style="list-style-type: none"> <li>• On-going updates to panel members with next survey</li> <li>• Town Crier / media coverage</li> <li>• website</li> </ul>	<i>Head of Policy</i>
<b>Best Value Performance Plan</b>	<ul style="list-style-type: none"> <li>• other public sector agencies</li> <li>• voluntary sector</li> <li>• business community</li> </ul>	<ul style="list-style-type: none"> <li>• align services to community needs &amp; priorities</li> <li>• demonstrate Best Value</li> </ul>	<ul style="list-style-type: none"> <li>• comments invited throughout year on basis of current plan</li> <li>• depts revise targets by 31 Dec - feed in views of partner organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Darlington Partnership</li> <li>• Meetings with interest groups</li> </ul>	<ul style="list-style-type: none"> <li>• update to Board meeting</li> <li>• circulation of revised plan</li> </ul>	<i>Head of Policy</i>
	<ul style="list-style-type: none"> <li>• the wider community</li> </ul>	<ul style="list-style-type: none"> <li>• demonstrate Best Value</li> </ul>	<ul style="list-style-type: none"> <li>• on-going</li> </ul>	<ul style="list-style-type: none"> <li>• Citizens' Panel / Community Survey (see Section re Survey Research)</li> </ul>	<ul style="list-style-type: none"> <li>• On-going updates to panel members with next survey</li> <li>• Town Crier/ media/website</li> </ul>	<i>Head of Policy</i>

<b>ISSUE</b>	<b>WHO</b>	<b>WHY</b>	<b>WHEN</b>	<b>HOW</b>	<b>FEEDBACK</b>	<b>RESPONSIBILITY</b>
<b>Policy Development</b>	<ul style="list-style-type: none"> <li>• other public sector agencies</li> <li>• partner organisations</li> </ul>	<ul style="list-style-type: none"> <li>• ‘joined up’ services</li> </ul>	<ul style="list-style-type: none"> <li>• on-going</li> </ul>	<ul style="list-style-type: none"> <li>• Darlington Partnership</li> <li>• joint meetings / working groups</li> </ul>	<ul style="list-style-type: none"> <li>• meetings</li> </ul>	<i>Directors</i>
	<ul style="list-style-type: none"> <li>• elected members</li> </ul>	representative role	<ul style="list-style-type: none"> <li>• on-going</li> </ul>	<ul style="list-style-type: none"> <li>• Scrutiny Committees</li> </ul>	<ul style="list-style-type: none"> <li>• meetings, reports to Executive</li> </ul>	<i>Directors / Democratic Services</i>
	<ul style="list-style-type: none"> <li>• wider community</li> <li>• interest groups</li> </ul>	<ul style="list-style-type: none"> <li>• align services to community needs &amp; priorities</li> </ul>	<ul style="list-style-type: none"> <li>• on-going</li> </ul>	<ul style="list-style-type: none"> <li>• DBC Consultation Forums (see Appendix D)</li> </ul>	<ul style="list-style-type: none"> <li>• via Consultation Forum</li> </ul>	<i>Directors / Democratic Services</i>
<b>Service development / review</b>	<ul style="list-style-type: none"> <li>• service users</li> </ul>	<ul style="list-style-type: none"> <li>• develop services to meet user needs and improve satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• on-going</li> </ul>	<ul style="list-style-type: none"> <li>• feedback via frontline staff</li> <li>• follow-up surveys</li> <li>• Citizens’ Panel / Community Survey (see Section re Survey Research)</li> <li>• specialist work</li> </ul>	<ul style="list-style-type: none"> <li>• Town Crier</li> <li>• notices / leaflets explaining service changes</li> <li>• On-going updates to panel members</li> </ul>	<i>Service Managers / Project leaders</i>

Best Value Reviews - Consultation via Survey Research

This note concerns survey research of a representative sample of the local population and considers in particular the annual Community Survey, the Citizens' panel established for on-going research and the requirements of the statutory BVPI's. The information derived from these surveys may be used to inform our Best Value reviews. Due to the potential number of people involved and the opportunity to ask questions across a wide range of subjects, the benefits of a co-ordinated approach to surveys avoid the risk of alienating the public.

Purpose of this guidance:

- to identify programmed research;
- to identify the further surveys required to provide the satisfaction BVPIs;
- to assist Review Teams in determining what questions they may wish to ask and the use that can be made of the data;
- to enable co-ordination and avoid duplication of effort.

1. The Survey Programme

The Council has engaged NWA Social & Market Research to undertake research on its behalf. This falls into two broad categories:

The Community Survey

Undertaken annually in the Autumn, providing a random, representative, sample of 1,000 people.

Principal uses:

- Overall satisfaction with the Council
- Satisfaction with individual services
- general perceptions of the Council
- Identification of Citizens' priorities re the Council's budget proposals
- BVPIs requiring representative sample of the population (see Appendix C)

In 1998 and 1999 conducted by interview. However, to meet the requirements of the BVPIs to be published once every three years, will be undertaken by post in those years (commencing in 2000) and focus principally on the BVPIs at that time. In the intervening years i.e. 2001 and 2002 an interview approach will be used to explore other issues in greater depth.

To meet these requirements the annual Community Survey will take place in September/ October



### The Citizens' Panel

A panel of volunteers who have agreed to take part in postal surveys. Membership is refreshed periodically and can provide a representative sample of 1,000+ people. The main purpose of the panel is consultative rather than more precise measurement of satisfaction.

Principal uses:

- Tracking of Council performance and public perception during the year
- Exploration of particular issues and proposals in greater depth

The Citizens' panel will be the most appropriate vehicle for Best Value research directed at the general population. It is intended to survey the panel at least twice each year - in June/ July and November/ December.

In addition to the above, Departments and the Policy Unit conduct research targeted at specific customer groups. Surveys targeted at specific groups will be required to provide certain of the BVPIs (see Appendix C). These surveys may be useful to Best Value reviews when the views of a particular customer group are required.

Further information and guidance on the survey requirements of the BVPIs can be found in the DETR publications i) 'Best Value and Audit Commission Performance Indicators for 2000/2001' - The purple book, and ii)-'Best Value performance Indicators 2001/2002' - The gold book. All details are available on the internet at: [www.local-regions.detr.gov.uk/bestvalue/](http://www.local-regions.detr.gov.uk/bestvalue/) (includes example surveys). Please contact the Policy Unit for further clarification if required

### 2. Research for Best Value Reviews

The main opportunity will be offered by the Citizen's Panel surveys, either to provide baseline data, used to inform the 4Cs stages, or incorporated in final reports and used to prepare action plans.

The Citizens' panel questionnaire will need to include a limited number of tracking questions (e.g. overall satisfaction with the Council). To maintain response rates, the questionnaire should contain no more than a further 20 - 30 questions. These can be given over to Best Value reviews if there are relevant questions to ask. As these surveys are administered by post, the questions need to be simple for self completion. The Policy Unit can offer further advice and assistance.

### Timescale for the Citizens' Panel

To help teams prepare questions they may wish to include, an indicative timetable is provided:

<b>Activity</b>	<b>Duration</b>	<b>Elapsed time</b>
Review teams identify question topics:	2 weeks	2 weeks
Policy Unit collate potential questions:	1 week	3 weeks
Consultant - prepare, administer and analyse survey by:	4 weeks	7 weeks
Distribution and initial analysis by DBC	1 week	8 weeks

### Service specific surveys

Service specific surveys may also be used in support of Best Value reviews. However, timing may need to satisfy the requirements of BVPIs. Arrangements to take advantage of these surveys will need to be made through the responsible department, identified at Appendix A.

An opportunity to co-ordinate these further surveys is provided by the Survey Research database in the public folders of MS Exchange. This folder provides information on recent and planned research. To be effective, this information needs to be kept updated. Although maintained by the Policy Unit, this is dependent upon information from Departments. Please update the Policy Unit (fao Neale Kipling - Policy Support officer). The information in Appendix A will be posted to the Survey Research database folder (along with this note).

### 3. Co-ordination of Consultation

This note should lead to greater co-ordination of survey research. Co-ordination and control of all consultation activities will be much more difficult and possibly detrimental as it may stifle innovation. Different approaches will suit different reviews.

For Best Value reviews, the principal mechanisms will be as follows:

- Consideration of the Consultation Strategy
- The regular Team Leaders meetings
- Understanding and making use of the Council's programme of external survey research
- Reference to survey research database by officers considering research.

APPENDIX C

Best Value User Satisfaction Indicators 2000/2001 - Method & Survey Period

<b>Ref.</b>	<b>Service area</b>	<b>Brief description</b>	<b>Target population</b>	<b>Collection method</b>	<b>Survey period</b>	<b>Responsibility</b>
BVPI 3	Corporate health	% satisfied with overall service provided by authority	All residents. Sample approx 1,100	Community Survey	Sept - Nov.	Policy Unit
BVPI 4	Corporate health	% satisfied with complaints handling	All residents. Sample approx 1,100 (may need further specific survey)	Community Survey	Sept - Nov.	Policy Unit
BVPI 89	Environment	% satisfied with cleanliness standards	All residents. Sample approx 1,100	Community Survey	Sept - Nov.	Policy Unit
BVPI 90	Environment	% satisfied with recycling facilities, refuse collection and amenity sites	All residents. Sample approx 1,100	Community Survey	Sept - Nov.	Policy Unit
BVPI 103	Transport	% satisfied with information about public transport	All residents. Sample approx 1,100	Community Survey	Sept - Nov.	Policy Unit
BVPI 104	Transport	% satisfied with local bus services	All residents. Sample approx 1,100	Community Survey	Sept - Nov.	Policy Unit
BVPI 119	Culture	% satisfied with LA cultural and recreational facilities (by target group)	All residents. Sample approx	Community Survey	Sept - Nov.	Policy Unit

<b>Ref.</b>	<b>Service area</b>	<b>Brief description</b>	<b>Target population</b>	<b>Collection method</b>	<b>Survey period</b>	<b>Responsibility</b>
			1,100			
BVPI 174	Housing	% satisfied with overall service provided by landlord	Council tenants. Sample approx 600	Council tenants survey	Not specified (but avoid main holidays, elections and rent increases).	Community
BVPI 175	Housing	% tenants satisfied with participation arrangements	Council tenants. Sample approx 600	Council tenants survey	Not specified (but avoid main holidays, elections and rent increases).	Community
BVPI 80	Benefits	% satisfaction - accessibility, helpfulness, communications	All people with new / renewal claims for HB/CTB. Sample approx 600	Benefits survey	June / July and Nov / Dec.	Community
BVPI 111	Planning	% applicants satisfied with service	Applicants receiving a decision letter. Sample approx 400 (or all applicants if fewer).	Planning survey	Throughout year based on quarterly sampling windows	Development & Env
BVPI 118	Culture	% users finding books / info wanted and satisfied	All library visitors aged 14+ Sample approx 400 per library (or all if	Library survey	Autumn (avoid school holidays)	Education

<b>Ref.</b>	<b>Service area</b>	<b>Brief description</b>	<b>Target population</b>	<b>Collection method</b>	<b>Survey period</b>	<b>Responsibility</b>
			fewer)			
BVPI 57	Social Services	% user / carers who said they got help quickly	DoH guidance to be issued	Social services survey	DoH guidance to be issued	Social Services
BVPI 58	Social Services	% user / carers who said matters relating to race, culture or religion were noted	DoH guidance to be issued	Social services survey	DoH guidance to be issued	Social Services

Notes

1. All surveys should be conducted at least once every three years starting in 2000.
2. Policy Unit will manage those indicators identified as captured via the Community Survey.
3. Departments should contact Policy Unit (J Bosson / N Kipling) for further advice / guidance and support re the service specific indicators.

Sources of Further Guidance/Technical Advice

1. LISTEN UP - EFFECTIVE COMMUNITY CONSULTATION\*<sup>\$</sup>, Audit Commission Management Paper, November 1999, ISBN 1 86240 196 9

[www.audit-commission.gov.uk](http://www.audit-commission.gov.uk)

2. GUIDANCE ON ENHANCING COMMUNITY PARTICIPATION\*, DETR / Democracy Network, October 1998

3. I&DEA (Local Government Improvement & Development Agency)<sup>\$</sup> - advice on consultation for Best Value available on website:

[www.idea.gov.uk](http://www.idea.gov.uk)

search site for 'best value consultation' to download useful advice

4. SPOTLIGHT ON BEST VALUE - COMMUNITY CONSULTATION\*, LGIU, July 1999.

LGIU circulars 78/99\*<sup>\$</sup> and 117/99\*<sup>\$</sup> include a summary of this advice

[www.lgiu.gov.uk](http://www.lgiu.gov.uk)

5. RESEARCH & CONSULTATION METHODS - A SHORT GUIDE TO GOOD PRACTICE\*, East Riding of Yorkshire Council, May 2000

6. A MATTER OF OPINION - MARKET RESEARCH & COMMUNITY CONSULTATION IN THE PUBLIC SECTOR\*, Policy Information Network, 16 Park Street, London W1Y 3WD.

Note:

\* = copy held in Policy Unit

<sup>\$</sup> = downloadable from the web

Further advice / guidance available from:

- Policy Unit - John Bosson ext 2016 or Neale Kipling ext 2021 (general)
- Partnership & Community Services Unit - Sharon Brown 2684 (Community Services with particular reference to tenant consultation).

Some Established Groups and Fora

The following list of groups and meetings established by the Council may be useful for consultation purposes. It is not intended to be exhaustive but it does indicate the range of established meetings which may be accessed for consultation. Care should be taken in considering whether these groups are representative of opinion in general. They may, however, provide an opportunity to examine an area in depth with a number of interested parties.

Darlington Partnership - established in 1997 as a group of leading public, private and voluntary sector organisations with a commitment to improving the quality of life in Darlington. Responsible for the Community Strategy. Reconstituted in 2001 to form the Local Strategic Partnership (LSP) for the area.

Contact - Lorraine O'Donnell ext 2013 or Clare Marshall, Partnerships Officer, 01325 488260

Employers Forum - leading employers in the Borough across the public and private sector.

Contact - Richard Alty ext 2946

Residents' Panel / Residents' Associations - for consultation with Council Tenants. Further detail in Tenant Participation Compact.

Contact - Sharon Brown ext 2684

Association of Parish Councils - meeting of Parish Councillors from across the Borough. Opportunity to consult with representatives of rural community.

Contact - Linda Todd ext 2354

DBC Consultation Fora

Initially developed to assist in transition to Unitary Status, under new political management arrangements continue to consider particular services areas. Now chaired by relevant portfolio holder who reports views to Cabinet. The following are in place:

Town Centre Forum	Social Services Consultation Forum
Environmental Forum	Leisure Activities Forum
Transport Forum	Consumer Protection Forum
Education Forum	Licensing Consultation Forum

Contact - Linda Todd ext 2354

Some voluntary sector contacts:

Darlington Council for Voluntary Service

Kevin Richards, Chief Officer, Church Row, Darlington DL1 5QD

Tel: 01325 266888

Darlington User Involvement Partnership

Under review.

Darlington Association on Disability

Lauren Robinson, 20-22 Horsemarket, Darlington, DL1 5PT

Tel 01325 489999

Darlington & Durham County Racial Equality Council

Tony Lindsay - Acting Director. CVS Building, Church Row, Darlington, DL1 5QD

Tel 01325 283900



## **CER&P Consultation Process**

Darlington Borough Council will not carry out separate consultation on its Corporate Equalities Action Plan, preferring to undertake consultation in this area as part of the consultation it is carrying out in relation to the development of the Social Inclusion Strategy. This demonstrates the Council's desire to link its equalities work to a more strategic approach to social inclusion, equalities, diversity and community cohesion.

The Corporate Equalities Action Plan appears as a sub-section of the draft Social Inclusion Strategy. As such, it has already been circulated to designated staff and stakeholder groups who have a strategic role in service delivery in Darlington (lists available). Consultation with other groups will inform the further refinement of the strategy and action plan. A request to have the strategy transferred onto audio tape has already been received. Translation into Darlington's community languages will be available on demand.

The plan is to publish a Social Inclusion Strategy for Darlington by June 2004. The consultation period started in January 2004 and will run until May 2004.

## **10. Framework for Driving Change at Darlington Borough Council**

With the support of the Government's social exclusion unit, the Local Authority Social Exclusion network (LASE) has developed a framework for improving local authority performance with regard to social inclusion in its broadest sense. The LASE model has been adopted by a number of local authorities in England in the last two years and continues to be an example of best practice in this area.

The methodology employed is one based on self-assessment. The model is based on a belief that there are nine key issues or, more properly, nine key links in a chain of events, against which local authority performance can be measured.

What follows is an explanation of both the nine link framework and the application of this model to the Darlington context.

### The 'Theory of Change' Model

This model posits nine links in a chain of activity that is required to tackle social exclusion. What follows is a list of these nine links, with some brief reminders about why each is so important.

#### Political Leadership

- Political leadership provides vision and support for the social inclusion agenda within any local authority.
- Success will be limited without political commitment.
- The wider the political ownership of social inclusion agenda, the more successful the authority's work is likely to be.

#### Managerial Leadership

- Widespread ownership of the social inclusion agenda should be built on clear political commitment.
- Social inclusion is a corporate issue and evidence suggests that it benefits from being championed from a corporate, rather than departmental, position.
- There need to be clear mechanisms for strategic planning and operational delivery.

#### Strategic Approach

- For a cross-cutting issue like social inclusion, a clear and strategic approach is vital.
- The development of a social inclusion strategy should itself be an inclusionary process. It must lead to a document that contains a broad range of points of view, which must be regularly reviewed and updated.
- A successful strategy requires the full participation in policy development of those who are excluded. A clear understanding of how the social inclusion strategy relates to other equalities, community cohesion, neighbourhood renewal, regeneration and other related issues needs to be maintained.
- Corporate social inclusion strategies which are delivered without the full support of the Local Strategic Partnership are likely to have only limited success.

### Community Engagement

- Area- or neighbourhood-based consultation can be very effective if appropriate mechanisms are in place. The LASE network recommend that LSPs need to ensure that the voices of the more marginal communities can be heard and are central to the development of a social inclusion strategy.
- Capacity building may be an issue with relation to developing a more inclusive approach to community engagement.

### Partnership

- Strategic social inclusion work needs ‘buy-in’ from the broadest range of partners.
- Advanced partnership working (i.e. sharing of important data, joint planning processes and joint monitoring arrangements) is likely to yield the best results.

### Equalities

- The equalities dimension of the social inclusion strategy needs to be highlighted. If equalities issues are not tackled here then they are unlikely to be addressed in any other borough-wide strategy/policy.
- Effective social inclusion strategies are likely to contain differentiated targets for different communities of identity and/or interest.
- Many local authorities have benefited from joining up the responsibility for the equalities and social inclusion agendas within their organisations.

### Action Planning

- Both themed and area-based approaches to delivering action plans will need careful consideration.
- An advantage of issue- or service-based approaches to action planning is that they may make it easier to incorporate social inclusion objectives and targets into the local authority’s business plans and performance management systems.
- There should be a balance between early wins and long term aims.
- Action plans should be structured around tackling inequalities. An action plan is likely to be useless unless it is backed up with resources and identified lead officers.

### Mainstreaming and driving organisational change

- The mainstreaming of the social inclusion agenda is the ultimate task of any social inclusion strategy.
- Some local authorities have found advantage in bringing together the public service agreement (PSA) and social inclusion targets.
- Organisational change which is focused on a change in an organisation’s philosophy or core values is best achieved through a combination of bottom-up and top-down approaches.

### Monitoring performance and evaluating outcomes

- Key indicators in the community strategy action plan and the social inclusion strategy should be aligned and relate clearly to outcomes, not outputs.
- There are benefits from choosing key indicators that are a mix both of ‘floor target’ type national indicators and some more qualitative local indicators. It makes sense to involve disadvantaged communities in the selection of these indicators.

### Limitations of the Model

When using the ‘theory of change’ model outlined above, it is important to remember that the process of change is unlikely to be a linear one. Some local authorities may find that they have strong commitment to deliver change from partners only to find that they lack political leadership. Other local authorities may find that they have both the political and managerial leadership necessary but have poor community engagement and a lack of partnership working which will severely limit the effectiveness of their strategy. It is anticipated that the development of a social inclusion strategy in Darlington will stimulate good practice but it must also be informed by the good practice that exists already. The ‘theory of change’ model expects that local authorities will make general and simultaneous improvements in each of the nine links during a particular time period, which can then lead to an overall assessment of how they are performing against their social inclusion agenda. As has already been noted, the likelihood is that different authorities will have different levels of performance in each of the nine different areas. The challenge for Darlington is to identify those areas in which we perform weakest and develop an action plan that turns Darlington Borough Council into an organisation that is performing strongly across each of the links in the chain.

## 11. Self-Assessment and Draft Action Plan

What follows is a tabular representation of a self-assessment on the nine themes. It gives a snap-shot, in no more than five bullet points, of Darlington Borough Council's position as at December, 2003. The actions are deliberately short to medium term and only those things that can be achieved by March 2005 have been included. This document will need to be reviewed and refined in advance of that. This action plan below will undergo further consultation and refinement before being highlighted in the Social Inclusion Strategy.

<b>Theme</b>	<b>Current position</b>	<b>Action required</b>	<b>Resources required</b>	<b>By whom?</b>	<b>When?</b>
Political leadership	<ul style="list-style-type: none"> <li>• Members receive corporate social inclusion training.</li> <li>• Equal Opportunities Member Scoping Group scrutinises equalities/inclusion work.</li> <li>• "Ensuring access for all" is a corporate aim, endorsed by Members.</li> <li>• Member endorsement of clear linkage of corporate aims to Darlington Partnership's community strategy aims.</li> </ul>	<ul style="list-style-type: none"> <li>• Specific awareness-raising with members required around launch of Social Inclusion Strategy.</li> <li>• Member champion for Social Inclusion to be identified.</li> <li>• Review of member involvement in both policy development and scrutiny for social inclusion.</li> <li>• Council Member and Darlington Partnership Board Member approval of Social Inclusion Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Existing budget.</li> <li>• Existing budget.</li> <li>• Existing budget.</li> <li>• Existing budget.</li> </ul>	<ul style="list-style-type: none"> <li>• David Plews.</li> <li>• Paul Wildsmith/ Lorraine O'Donnell.</li> <li>• Strategic Inclusion Group.</li> <li>• Cabinet and Darlington Partnership Board.</li> </ul>	<ul style="list-style-type: none"> <li>• By May 04.</li> <li>• By March 04.</li> <li>• By March 04.</li> <li>• Final version of strategy published June 04, approval sought asap thereafter.</li> </ul>

Theme	Current position	Action required	Resources required	By whom?	When?
Managerial leadership	<ul style="list-style-type: none"> <li>• New officer structure for addressing social inclusion agenda, including strategic and implementation groups. Strategic group chaired by Director of Corporate Services.</li> <li>• Policy Advisor (Social Inclusion) appointed May 2003. Works from Policy Unit to provide a corporate lead.</li> <li>• Strategic links between community cohesion and social inclusion agendas explored.</li> </ul>	<ul style="list-style-type: none"> <li>• Formalise working links established between strategic and implementation groups.</li> <li>• Ensure support of CMT for draft Social Inclusion Strategy.</li> <li>• Ensure support of CMT for linking of Social Inclusion and Community Cohesion agendas.</li> <li>• Maintain profile of Social Inclusion work with senior managers</li> <li>• Develop corporate guidelines on the procurement of translation services for DBC.</li> <li>• Develop a managers' social inclusion toolkit.</li> </ul>	<ul style="list-style-type: none"> <li>• Existing budget.</li> <li>• Existing budget.</li> <li>• Plans for using £9,000 "underspend" from external sources to be confirmed.</li> <li>• Existing budget.</li> <li>• Existing budget</li> <li>• Existing budget</li> </ul>	<ul style="list-style-type: none"> <li>• David Plews.</li> <li>• Lorraine O'Donnell/ David Plews.</li> <li>• Lorraine O'Donnell/ David Plews.</li> <li>• Strategic Inclusion Group.</li> <li>• David Plews/ Susan White</li> <li>• David Plews/ Inclusion Implementation Group</li> </ul>	<ul style="list-style-type: none"> <li>• By March 04.</li> <li>• By May 04.</li> <li>• CMT paper by January 04.</li> <li>• Include on agenda of Senior Managers' Workshop by December 04.</li> <li>• By June 04</li> <li>• By June 04</li> </ul>

Theme	Current position	Action required	Resources required	By whom?	When?
Strategic approach	<ul style="list-style-type: none"> <li>• Promoting Inclusive Communities is a key theme of the community strategy, with its own lead officer.</li> <li>• Consultants commissioned to undertake ward appraisals as part of Neighbourhood Renewal Strategy research.</li> <li>• A draft statement produced which frames all the Council’s work in community engagement, development and renewal.</li> <li>• £190k raised from external sources for Community Cohesion activity and Community Cohesion baseline assessment undertaken.</li> <li>• Social Issues Map provides ward-by-ward information on the borough.</li> </ul>	<ul style="list-style-type: none"> <li>• Health Improvement Group is renamed to reflect the importance of Social Inclusion.</li> <li>• Neighbourhood appraisal information informs development of Social Inclusion strategy.</li> <li>• Devise fund raising strategy for this action plan.</li> <li>• Deliver regular monitoring of Social Inclusion strategy.</li> <li>• Devise and deliver corporate “clear print” guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Existing budget.</li> <li>• Existing budget.</li> <li>• Existing budget.</li> <li>• Existing budget.</li> <li>• Existing budget</li> </ul>	<ul style="list-style-type: none"> <li>• Health Improvement Group – chair Marion Pickersgill.</li> <li>• David Plews/ Sharon Brown.</li> <li>• Strategic Inclusion Group</li> <li>• Strategic Inclusion Group.</li> <li>• Inclusion Implementation Group</li> </ul>	<ul style="list-style-type: none"> <li>• By February 04.</li> <li>• By June 04.</li> <li>• By April 04.</li> <li>• Ongoing</li> <li>• By September 04</li> </ul>

<b>Theme</b>	<b>Current position</b>	<b>Action required</b>	<b>Resources required</b>	<b>By whom?</b>	<b>When?</b>
Community Engagement	<ul style="list-style-type: none"> <li>• Large Darlington Assembly links to a broadly representative Darlington Partnership.</li> <li>• Nine community partnerships established in priority wards.</li> <li>• Draft Compact with voluntary sector produced.</li> <li>• Corporate Consultation Strategy in place.</li> <li>• Pilot postal voting project achieved more than 50% increase in voter turn-out.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure representation of disadvantaged groups within governance structures (e.g. Darlington Partnership).</li> <li>• Review corporate grant aid programmes to reflect community strategy/social inclusion agendas.</li> <li>• Consultation Strategy reviewed to provide guidance on engaging with “harder to reach” groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Existing budget.</li> <li>• Existing budget.</li> <li>• Existing budget.</li> </ul>	<ul style="list-style-type: none"> <li>• David Plews to liaise with Steve Rose/ Sharon Brown.</li> <li>• Sharon Brown chairs review group.</li> <li>• John Bosson/ David Plews.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> <li>• Review Group reports by March 04.</li> <li>• CMT paper by June 04.</li> </ul>
Partnership	<ul style="list-style-type: none"> <li>• Community Strategy launched by Darlington Partnership with support from and engagement with public, private and voluntary sector partners.</li> <li>• Council involved in partnership work to deliver cross-cultural events.</li> <li>• Beacon Council status for Community Legal Services.</li> <li>• Advanced partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Continue development of community partnerships.</li> <li>• Examine feasibility of developing a corporate protocol for partnership working: “Rules of Engagement”.</li> </ul>	<ul style="list-style-type: none"> <li>• Within existing internal and external resources.</li> <li>• Existing budget.</li> </ul>	<ul style="list-style-type: none"> <li>• Sharon Brown.</li> <li>• David Plews/ Policy Unit.</li> </ul>	<ul style="list-style-type: none"> <li>• Eleven partnerships by April 04.</li> <li>• By September 04.</li> </ul>



Theme	Current position	Action required	Resources required	By whom?	When?
	working through Darlington's Sure Start programme.				
Equalities	<ul style="list-style-type: none"> <li>Level 1 of Equality Standard for Local Government attained.</li> <li>Draft First Year review of Race Equality Scheme published for consultation.</li> <li>Corporate equalities and diversity work drawn into the wider social inclusion agenda via appointment of Policy Advisor (Social Inclusion).</li> <li>Detailed Equal Opportunities policies published.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver Level 2.</li> <li>Incorporate Year Two Review of Race Equality Scheme into Corporate Equalities Plan review.</li> <li>CMT paper links community cohesion and social inclusion agendas.</li> <li>Investigate feasibility of harassment monitoring (extend from Suspected Racist Incidents).</li> </ul>	<ul style="list-style-type: none"> <li>Existing budget.</li> <li>Existing budget.</li> <li>Existing budget.</li> <li>Existing budget.</li> </ul>	<ul style="list-style-type: none"> <li>Inclusion Implementation Group.</li> <li>David Plews/ Inclusion Implementation Group</li> <li>David Plews/ Shaun Findlay</li> <li>HR/David Plews</li> </ul>	<ul style="list-style-type: none"> <li>By March 04.</li> <li>By December 04.</li> <li>By January 04.</li> <li>By September 04.</li> </ul>
Action Plans	<ul style="list-style-type: none"> <li>Community cohesion baseline assessment has highlighted actions required in this area.</li> <li>Six month report on the Darlington Partnership's first action plan published. Review and refinement process under</li> </ul>	<ul style="list-style-type: none"> <li>Translate key actions identified in baseline assessment into Social Inclusion Strategy.</li> <li>Align Darlington Partnership action plan (Promoting Inclusive Communities) to highlight</li> </ul>	<ul style="list-style-type: none"> <li>Utilise £9,822 of Home office underspend.</li> <li>Existing budget.</li> </ul>	<ul style="list-style-type: none"> <li>David Plews/ Strategic Inclusion Group.</li> <li>David Plews/ Health Improve-</li> </ul>	<ul style="list-style-type: none"> <li>By April 04.</li> <li>By March 04.</li> </ul>

<b>Theme</b>	<b>Current position</b>	<b>Action required</b>	<b>Resources required</b>	<b>By whom?</b>	<b>When?</b>
	<p>way.</p> <ul style="list-style-type: none"> <li>• Race Equality Action plans published for each department, as part of first year review of Race Equality Scheme.</li> <li>• Action plan to improve recruitment and retention of staff from BME communities in place.</li> </ul>	<p>Social Inclusion Strategy actions.</p> <ul style="list-style-type: none"> <li>• Review Council charging policies in light of adopted Social Inclusion ethos.</li> <li>• Review Social Inclusion Strategy priority groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Existing budget.</li> <li>• Existing budget.</li> </ul>	<p>ment Group.</p> <ul style="list-style-type: none"> <li>• CMT</li> <li>• Strategic Inclusion Group.</li> </ul>	<ul style="list-style-type: none"> <li>• By September 04.</li> <li>• By March 05.</li> </ul>
Mainstream-ing and driving organis-ational change	<ul style="list-style-type: none"> <li>• Strategic and Implementation groups in place for Social Inclusion.</li> <li>• Comprehensive Training and Development Strategy, includes delivery of bespoke equalities training.</li> <li>• Departmental mainstreaming equalities groups in place.</li> </ul>	<ul style="list-style-type: none"> <li>• Re-think role and function of departmental equalities groups.</li> <li>• Investigate further links between Social Inclusion agenda and both CPA and PSA.</li> <li>• Examine feasibility of securing discrete budget for social inclusion mainstreaming, and delivery of Social inclusion Strategy actions.</li> </ul>	<ul style="list-style-type: none"> <li>• Existing budget.</li> <li>• Existing budget.</li> <li>• Mainstream budget implications for 04/05.</li> </ul>	<ul style="list-style-type: none"> <li>• Inclusion Implementation Group.</li> <li>• Lorraine O'Donnell/ David Plews/ Andy Robinson</li> <li>• David Plews/ Paul Wildsmith/ Strategic Inclusion Group</li> </ul>	<ul style="list-style-type: none"> <li>• By March 04.</li> <li>• By July 04.</li> <li>• Submit detailed bid to CMT for 04/05 by November 04.</li> </ul>
Monitoring performance	<ul style="list-style-type: none"> <li>• Firmly established corporate performance management framework.</li> <li>• Separate monitoring of projects which attract</li> </ul>	<ul style="list-style-type: none"> <li>• Measure social inclusion performance corporately using Performance Plus.</li> <li>• Improved complaints monitoring allows</li> </ul>	<ul style="list-style-type: none"> <li>• Existing budget.</li> <li>• Existing budget.</li> </ul>	<ul style="list-style-type: none"> <li>• Policy Unit.</li> <li>• Andy Robinson/</li> </ul>	<ul style="list-style-type: none"> <li>• By March 05.</li> <li>• By March 04.</li> </ul>

Theme	Current position	Action required	Resources required	By whom?	When?
	<p>external funding, e.g. community cohesion projects.</p> <ul style="list-style-type: none"> <li>• Corporate consultation strategy in place.</li> <li>• Year One Review of Race Equality Scheme undertaken.</li> </ul>	<p>learning from complaints with an impact on social inclusion.</p> <ul style="list-style-type: none"> <li>• Further joint working with PCT on performance development.</li> </ul>	<ul style="list-style-type: none"> <li>• Existing budget.</li> </ul>	<p>David Plews</p> <ul style="list-style-type: none"> <li>• Nonnie Crawford/ Lorraine O'Donnell/ David Plews</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> </ul>

## **12. The Long Term View**

It is Darlington Borough Council's intention to publish a Corporate Plan and Review document to prove the attainment of each subsequent level of the Equality Standard for Local Government.

The first two levels of the Standard have been achieved quickly: each taking twelve months. The Council's Social Inclusion Implementation Group recognises the importance of consolidating this achievement by allowing eighteen rather than twelve months for the attainment of each of the subsequent levels. This means that for audit purposes our target level of attainment for each financial year will be as follows:

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