

London Borough of Richmond upon
Thames

Adult and Community Services
Directorate

Equality and Diversity Plan
2008/09

April 2008

Introduction

This Equality and Diversity Plan (the Plan) sets out the work that the Directorate intends to undertake during the year 2008/09 to incorporate the legal and good practice expectations relating to equality and diversity and to deliver:

1. High quality services for current and prospective service users and their carers,
2. Robust systems throughout the recruitment, professional development and support to ensure that staff are equipped to do their job,
3. Clearly developed and agreed equality and diversity expectations with organisations in the public and voluntary sector and with providers of services delivered through contracts or service level agreements.

The Plan is informed by work previously undertaken in a number of areas and includes outcomes from:

1. The Directorate outcomes emerging from the LAES level 3 self assessment ,
2. Analysis of the Staff Survey (2007) and associated staff seminars,
3. EINA and other audit outcomes and work previously identified.

The Plan seeks to set out change processes through a series of clear, tangible ambitions and targets (SMART targets) rather than placing a reliance on broader thematic approaches which were considered to be a less effective means of achieving real improvements.

The Plan is designed to be organic in structure and has developed since first inception in 2006. The Plan is also designed to be reviewed and audited on a regular basis. This will be achieved through two forums:

1. The Directorate Equalities Board which meets on a quarterly basis,
2. Periodic meetings, hosted by the Director, for staff groups and from feedback from other interested partners and stakeholders.

The Plan is set out using the four areas defined in the Equality Standard, namely:

- Leadership and Corporate Commitment
- Consultation, community development and scrutiny
- Service Delivery and Customer Care
- Employment and Training.

Delivering the Plan

The Plan will be delivered through the internal structures of the Directorate and progress will be monitored by the Directorate Equalities Board. For the coming year there have been two key developments that, together, improve capacity. This will be achieved by the identification of an equality and diversity lead officer within each division and the expansion of staff undertaking service based EINAs.

Adults and Communities Service Equality and Diversity Plan 2008/09

Local Authority Equality Standard Priority: Management and Leadership

Objective	Actions	Targets	Responsibility
<p>Within the General Duty set out in legislation the Directorate has a responsibility to ensure that there is no discrimination in the services provided, the policies in place, and the recruitment, employment and development of staff. Within this, the Directorate is responsible for maintaining a vigilant approach to ensure discrimination does not emerge through omission and neglect of the consideration of diverse needs or through the “institutional” discrimination caused by organisational assumptions. The key issues that need to be addressed are:</p> <ul style="list-style-type: none"> • Sustain and develop the leadership and scrutiny work of the Directorate Equalities Board (DEB) and the Directorate contribution to the work of the corporate, equalities groups, • Enhance the capacity within the Directorate through the identification of a lead officer within each division, 			
<p>Promote Directorate wide leadership</p>	<ul style="list-style-type: none"> • The DEB should continue to meet on a regular, quarterly basis, • The membership of the DEB should be reviewed to ensure it reflects the totality of the work of the Directorate, • Consideration should be given to the scope to align the leadership role of the Directorate with the Primary Care Trust (PCT) in areas where there is an overlap in the delivery of health and social care (e.g. the joint teams) and policy development, 	<ul style="list-style-type: none"> • Continuity, • Inclusivity, • Consistency 	<p>Director of ACS</p>
<p>Divisional leadership role</p>	<ul style="list-style-type: none"> • Each division should identify a manager to “champion” equalities, co-ordinate the work of the division (e.g. monitoring EINA action plan implementation) and sit on the Corporate Equalities Action Group), • This role should be incorporated into the job description of the manager, • Each division should ensure that equality and diversity is embedded in divisional management and team meetings 	<p>In total these developments are designed to ensure that divisions have the capacity to make improvements in practice and ensure that equality and diversity related work is afforded a high and sustained profile.</p>	<p>Assistant Directors of ACS</p>

Local Authority Equality Standard Priority: Developing a strategic approach

Objective	Actions	Targets	Responsibility
<p>The Corporate Plan and the Local Strategic Partnership set out clear targets and expectations in relation to tackling disadvantage, inequalities, improving access and participation. In turn, seven high level objectives have been set corporately for the period 2007 – 2010. In September 2007 the DEB agreed a policy framework to ensure that these corporate targets would be integrated into the work of the Directorate. There are developments to be made to the policy framework to ensure it remains comprehensive:</p> <ul style="list-style-type: none"> • The policy should be updated to include the work of all sections within the Directorate as established in April 2008, • The requirements within the recent equalities legislation (faith, sexual orientation and age) must be embedded within the work of the Directorate, • Develop and implement a response to the LAES level 3 assessment, • Put systems and processes in place to ensure that the Directorate is compliant with LAES level 4 within the corporate timeframe. 			
Policy review	<ul style="list-style-type: none"> • Policy update will be undertaken, • Revised policy will be shared with staff and made available on the website, • Actions associated with meeting policy requirements will be monitored through the DEB. 	The revised policy will provide a framework for all Directorate staff with clear, associated targets.	Andrew Hannon
New duties	<ul style="list-style-type: none"> • Staff will be briefed on the new equality requirements, • Data systems to capture performance information will be put in place, • Work will be undertaken in association with corporate equalities, HR and training staff. 	The work will ensure that the Directorate is compliant with new legislation	Andrew Hannon
LAES level 3/level 4	<ul style="list-style-type: none"> • Directorate staff will contribute to developing an action plan emerging from the inspection, 	This work defined a process of continuous improvement and is	Andrew Hannon

Objective	Actions	Targets	Responsibility
	<ul style="list-style-type: none"> • Action points that are relevant to the Directorate will be implemented, • Current practice and associated LAES (level 3) improvements will be reviewed relative to LAES (level 4) to prepare the Directorate for inspection at level 4 in 2009. 	consistent with corporate ambitions.	

Local Authority Equality Standard Priority: Service review and service improvement

Objective	Actions	Targets	Responsibility
	<p>Whilst Richmond is a relatively prosperous borough there is disadvantage within its communities, with significant inequalities of income, health and well being both between residents and between geographic communities. Our aim is to reduce the gap between the most disadvantaged residents and the rest of the borough's population and ensure all residents are treated equally. The key issues that need to be addressed:</p> <ul style="list-style-type: none"> • Reduce fuel poverty • Reduce the incidence of homelessness • Increase the capacity of the voluntary sector to deliver services to those with an identified need; • Improve economic activity and learning outcomes within priority groups and geographic areas; • Ensure a strong and clear equalities strand throughout the our, and our partners, work; • Reduce the inequalities in health that exist locally; and <p>Improve partnership working within geographical areas of disadvantage to address the multiple causes of deprivation.</p> <p>At a Directorate level our aim is to:</p> <ul style="list-style-type: none"> • Ensure all contracts and partnerships are compliant with current equalities legislation and the review/monitoring arrangements are robust, • Promote the employment opportunities for adults with learning difficulties and/or physical disabilities within the Directorate, • Ensure that systems are put in place to deliver services that are fully compliant with all legal equality and diversity expectations and to capture performance/outcome data, • Deliver a programme of service based reviews using the EINA methodology 		

Objective	Actions	Targets	Responsibility
Tackle fuel poverty Lead AD <i>Operations Community and Housing</i>	<ul style="list-style-type: none"> Review action to tackle fuel poverty Ensure advice leaflets available on benefits/grants for insulation available 	N187: Tackling fuel poverty	Head of Housing Operations
Reduce the incidence of homelessness Lead AD <i>Operations Community and Housing</i>	<ul style="list-style-type: none"> Support an options appraisal and the development of an action plan to reduce overcrowding and tackle under occupation in the borough. 		Head of Housing Operations
Increase supply of quality supported accommodation in borough. Lead AD <i>Commissioning Adult Care Services</i>	Develop new supported housing and hostel accommodation to support vulnerable young people and adults, e.g. Extra Care Schemes, Adult Placement, Supported Living, HCIP	March 2009	Head of Strategy and Policy
Increase the capacity of the voluntary sector to build social capital. Lead AD: <i>Commissioning, Corporate Policy and</i>	Identify gaps in voluntary and community services in relation to priority groups and areas through the implementation of the VCS funding strategy. Infrastructure, advice and homelessness reviewed. Further areas to be reviewed	September 2008 October 2008 – Mar 2009	Head of Strategy and Policy. Principal Manager Community

Objective	Actions	Targets	Responsibility
<i>Strategy</i>	<p>Ensure local funding of the voluntary and community sector is targeted to meet priorities following the review of Grants Direct.</p> <p>Build strong partnerships with local voluntary sector through the Compact and the development of a Voluntary Sector Forum.</p> <p>Develop a volunteering strategy for the 5 areas of relative deprivation to empower hard to reach groups.</p> <p>RCVS is to develop and increase volunteering across the whole borough, including youth volunteering.</p>	<p>Work with RCVS to finalise Compact and develop Voluntary Sector Forum by March 2009</p>	<p>Engagement & Inclusion.</p>
<p>Improve economic activity and learning amongst disadvantaged groups.</p> <p>Lead AD: <i>Commissioning Care Services</i></p> <p>Lead AD <i>Commissioning Corporate Policy and Strategy</i></p>	<p>Develop an overall employment strategy, including vocational support, for carers and people with learning difficulties, physical disabilities and mental health problems to reduce barriers faced by disadvantaged groups seeking employment within the council.</p> <p>Work with partners to improve and develop employment options for children moving through transitions.</p> <p>Work with local colleges to improve access to training for all adults with disabilities and for carers</p> <p>Support the development of social enterprises associated with health and social care including links with Power Employment and the social enterprise manager in RACC.</p>	<p>March 2009</p>	<p>Head of Strategy and Policy</p> <p>Head of Service Development</p>
<p>Ensure equalities and diversity is an integral part of operations throughout the directorate</p>	<p>Complete the directorate Equalities and Diversity Action plan.</p> <p>Complete EINAs for all key policies and service areas including the corporate priorities of access to services and customer care. Work programmes identified through these assessments will be implemented and monitored.</p>	<p>EINA programme agreed by June 2008</p> <p>All scheduled EINAS completed by April 2009</p> <p>Equality lead in each</p>	<p>Directorate Business Manager</p>

Objective	Actions	Targets	Responsibility
<p>Lead: Director Adult and Community Services</p>	<p>Ensure that the voluntary sector is engaged in designing and improving services in order to involve local people from different backgrounds.</p> <p>Put arrangements in place for each division to have a named equality lead</p>	<p>division by June 2008</p>	
<p>Reduce inequalities in health in the borough</p> <p>Lead AD: <i>Commissioning, Corporate Policy and Strategy</i></p>	<p>Review and develop the health improvement strategy and programme</p> <p>Promote targeted health improvement programmes including the Active Living Scheme to those with a medical condition that would benefit from increased physical activity, and Richfit (Parent and Children's nutrition and physical activity project) in the areas of inequalities</p>	<p>December 2008</p> <p>Ongoing</p>	<p>Principal Manager Community Engagement & Inclusion</p>
<p>Tackle relative disadvantage through improved partnership working in the 5 areas with the highest levels of multiple disadvantage.</p> <p>Lead AD: <i>Commissioning, Corporate Policy and Strategy</i></p>	<p>Work with other directorates and partners to prioritise work within the areas of disadvantage to improve service delivery and develop shared objectives.</p> <p>Support the Community Development Steering Group in raising the profile of the needs in the five areas.</p> <p>Support the development of area action plans and the on-going development of 'Working Together' groups</p> <p>Quarterly monitoring of participation and involvement of residents in the five areas,</p> <p>Implement GIS on the Directorate IT system to:</p> <ul style="list-style-type: none"> • provide analysis of the five areas to inform service delivery, • Map all RSL properties to inform "place shaping" agenda and future development opportunities. 	<p>Monitoring from SS and housing systems in place Sep 08</p> <p>GIS implemented and data</p>	<p>Principal Manager Community Engagement & Inclusion</p> <p>Head of Performance & Quality Assurance</p>

Objective	Actions	Targets	Responsibility
		available from Frameworki December 08	
Promote social inclusion, community engagement and participation of people with special needs in the commissioning of services Lead AD <i>Commissioning Care Services</i>	Implementation of service reviews/strategies to ensure equality of access to mainstream services.	Delivery of review/strategy action plans	Head of Service Development and Principal Managers, Community Services
Contracts and partnerships	<ul style="list-style-type: none"> • A definitive list of all contracts/partnerships will be developed, • Each contract/partnership will be reviewed to ensure compliance with corporate equality requirements, • Where necessary changes will be made to ensure compliance, • Staff who monitor contracts will be briefed to ensure compliance is measured during the contract review meetings, • Partner organisations will be supported to meet the equality expectations placed on them 	The need to improve contract compliance has been highlighted in EINA reviews. This work aims to improve practice and service outcomes	Contracts manager
Measuring Outcomes	<ul style="list-style-type: none"> • Systems to measure performance and outcome data (in respect of new legal requirements and national performance data) will be put in place, • We will endeavour to put a robust and comprehensive staff training profile in place. 	These actions will ensure that the Directorate has access to good information.	
EINA programme	<ul style="list-style-type: none"> • An EINA programme will be developed and agreed by June 2008. 	These actions are intended to improve the rigour and	Andrew Hannon

Objective	Actions	Targets	Responsibility
	<ul style="list-style-type: none"> • Staff from throughout the directorate will be identified to lead individual EINAs, • A “Challenge Forum” will be put in place to enhance scrutiny of EINAs (paper to June 2008 DEB) 	reach of the EINA programme to improve services	

Local Authority Equality Standard Priority: developing and supporting staff.

Objective	Actions	Targets	Responsibility
<p>The corporate equality and diversity policy framework emphasises key themes relating to the employment, training and engagement of all staff. To promote this development the Directorate will:</p> <ul style="list-style-type: none"> • Undertake an analysis of the staff survey (2007) outcomes , share emerging themes and make necessary improvements, • Undertake work identified in the staff profile, • Engage staff support groups on a regular basis. 			
Staff survey (2007)	<ul style="list-style-type: none"> • Identify key themes emerging from the staff survey (2007), • Develop comparison with staff survey (2005) to identify trends, • Share outcomes with staff group and staff support groups, • Develop programme of work in consultation with corporate colleagues. 	Address issues identified by staff.	Andrew Hannon
Staff profile	<ul style="list-style-type: none"> • Explore the scope to provide BME staff with management and career enhancement training to improve their career prospects, • Identify the areas where fixed and casual contracts are used and the extent to which these meet the needs of the contract holders, • Provide refresher training for all staff involved in the recruitment process to ensure that their practice does not discriminate against BME applicants, • Develop a comprehensive profile of the take up of all training. 	Address issues identified through staff profile.	Andrew Hannon
Engagement	<ul style="list-style-type: none"> • Improve engagement with the staff support groups 		Andrew Hannon

