

## **Appendix one**

# **London Borough of Richmond Upon Thames**

## **EQUALITY STANDARD LEVEL THREE: SELF-ASSESSMENT**

**FEBRUARY 2008**

## **EQUALITY STANDARD LEVEL THREE: SELF-ASSESSMENT**

This report sets out the background and rationale for the Council's self assessment for achievement of Level 3 of the Equality Standard for Local Government. The report has two sections:

- Corporate assessment and overview
- Directorate self-assessments

All supporting documentation is listed in appendix two and/or a link provided to the relevant web page.

### **INTRODUCTION AND BACKGROUND**

In 2003 ( January 2003 Cabinet report ) the Council formally adopted the Equality Standard for Local Government. Prior to that the Council had reached level 2 of the Race Equality Standard, which was produced by the then Commission for Racial Equality.

In 2004 a revised Equality and Diversity policy and a new Equality and Diversity strategy were produced ( March 2004 Cabinet report ). Corporate Equality Action Plans have also been produced and monitored by the Corporate Equalities Group since 2001. Corporate and Directorate Equality structures were revised in 2005 ( March 2005 Cabinet report ).

In 2005/06 directorates completed self assessment templates for levels 1 and 2 and the Council produced a corporate self assessment summary table based upon this ( March 2006 Cabinet report ). A target for level 3 was set for December 2007, while acknowledging the need to consolidate areas from level 2.

In March 2007 the Council produced an Equalities Scheme and Corporate Equality Action Plan to bring together the work around all the general duties to promote equality and the requirements of the Equality Standard ( March 2007 Cabinet report ). The Scheme and Corporate Equality Action Plan replaced the 2004 Equality and Diversity strategy and plan.

[Equalities Scheme and Corporate Equality Action Plan - London Borough of Richmond upon Thames](#)

In May 2007 the Council obtained funding from Capital Ambition to fund a diagnostic external assessment of the Council's Equality Standard work. Since May 2007 the Council has been working to meet the gaps identified in the diagnostic assessment report, in order to reach a good level 3 Equality Standard by December 2007 (March 2008 Cabinet report ).

The Council has undertaken a comprehensive self assessment process for level 3 as detailed in the body of this report and attachments. We can demonstrate that we have consolidated and strengthened areas in levels 1-3 and have thus laid the foundations to make good progress towards level 4.

Areas for improvement are acknowledged and plans have been developed to consolidate current achievements and move forward with the Equality Standard. The Council now has in place the organisational structures and mechanisms to ensure its

commitment to equality is fully realised in service outcomes and to move forward to level 4 of the Equality Standard.

## **The Equality Standard for Local Government**

The Equality Standard for Local Government provides a framework for delivering continuous improvement in relation to fair employment outcomes and equal access to services.

- It provides a framework and a body of good practice equality indicators, which is built on legislation and good practice.
- It is a tool to help us develop, implement, evaluate and review our equality/diversity policy, objectives and outcomes achieved.

It has five levels, which cover all aspects of policymaking, service delivery and employment. The levels are built on a cycle of continuous improvement:

- Level 1: commitment to a Comprehensive Equality Policy
- Level 2: assessment and consultation
- Level 3: setting equality objectives and targets
- Level 4: information systems and monitoring against targets
- Level 5: achieving and reviewing outcomes

Each level is made up of four key areas through which the general level commitments are translated:

- Leadership and corporate commitment
- Consultation, engagement, community development and scrutiny
- Service delivery and customer care
- Employment and training

## **THE LEVEL 3 SELF-ASSESSMENT PROCESS**

In order to claim level 3, an authority needs to also show that it has fully embedded the requirements for level 1 and 2.

### **To achieve Level 3 of the Standard an authority will have to demonstrate:**

- That it has implemented a strategy for participation of designated community, staff and stakeholder groups in setting objectives of employment and service delivery
- That it has set equality objectives across the authority for race, gender and disability for employment, pay and service delivery based on impact assessments and participation strategy
- By March 2009 it has set equality objectives across the authority for sexual orientation, age, religion or belief for employment, pay and service delivery based on impact assessment and participation strategy
- That equality objectives have been translated into action plans with specific targets

- That it is developing information and monitoring systems that allow it to assess progress in achieving targets
- That action on achieving targets has started
- Progress has been verified through self-assessment and scrutiny and has been validated externally through an accredited assessor

**At level 1** an authority must have adopted a Comprehensive Equality Policy that commits it to achieving equality in race, gender, disability, age, religion or belief and sexual orientation through:

- Compliance with all relevant legislation
- Improving equality practice at both corporate and departmental level
- Demonstrating a shared understanding of the Comprehensive Equality Policy to underpin commitment
- Earmarking specific resources for improving equality practice
- Equality action planning and equality target setting within all departments and service areas
- Systematic involvement of stakeholders
- A fair employment and equal pay policy
- Carrying out impact assessments
- Progress monitoring
- Audit and scrutiny

**At level 2 of the Standard an authority will need to demonstrate:**

- That it has developed systems for self-assessment, scrutiny and audit as the basis for continuous improvement
- That it has engaged in equality impact assessment
- That it has undertaken self-assessment across the authority
- That it has involved designated community, staff and stakeholder groups in service planning
- That it has engaged in the development of information and monitoring systems
- That it has engaged in an equality action planning process for employment, pay and service delivery

The level 3 assessment process was led by the Corporate Equalities Development and Scrutiny Group ( CEDG ) and overseen by the Strategic Equalities Executive Board ( SEEB ) and is outlined below:

March-April 2007	DIALOG consultant undertakes diagnostic assessment of Council's Equality Standard work
May 2007	Consultant provides feedback to SEEB and CEDG members with recommendations
July 2007	CEDG and SEEB agree self assessment methodology. SEEB directors as Chairs of directorate equality groups to run workshops with all Service Heads, which will also be facilitated by directorate equality leads from CEDG. All to use a common assessment template for levels 1-3 and build upon self assessment work undertaken for levels 1-2 in 05/06.
September 2007	First self assessment workshop for CEDG
October 2007	Second self assessment workshop for CEDG and examination of draft reports and position statements

	DIALOG consultant provides scrutiny training for CEDG as the internal scrutiny group
November 2007	Report back to SEEB on progress Equality Stakeholders Scrutiny Group ( ESSG ) to provide external scrutiny is established.
December 2007	Draft completed self assessment reports examined by CEDG
January 2008	CEDG and SEEB complete final self assessment reports and claim to level 3 DIALOG consultant provides scrutiny training to ESSG
February 2008	Draft corporate self assessment report to Cabinet
March 2008	Scrutiny members session on self assessment reports and briefing from DIALOG consultant ESSG examines Corporate self assessment report for level 3 Cabinet agrees recommendation on Council self assessment for level 3
April 2008-May 2008	External validation takes place
June 2008	Results of external validation reported to Cabinet

Part one of this assessment is the corporate assessment and overview and part two are the self assessment reports produced by each of the four directorates and Chief Executive's Office in the Council. The assessments have been undertaken against the detailed requirements of levels 1-3 of the Standard. Evidence is provided in attached links or references to specific documents which can be viewed on the website.

Achievements, progress and areas for improvement are provided under each of the areas of the Equality Standard.

## **PART ONE: CORPORATE ASSESSMENT AND OVERVIEW**

### **A. LEADERSHIP AND CORPORATE COMMITMENT**

#### **Structure, values and corporate priorities:**

The Council's Equalities Scheme 2007-2010 contains the following

#### **Equality and diversity vision for London borough of Richmond upon Thames**

We aim to be a borough which values the diversity of all its communities and enables all its residents to become full and active citizens; to feel safe, included, respected, valued and to share a sense of belonging.

We aim to be a borough where all have equality of access to appropriate and relevant services and which promotes equality of opportunity and fair treatment for all our communities.

#### **The Council's strategic equality priorities include:**

1. *To prevent and eliminate unlawful discrimination and institutional discrimination*
2. *To monitor, tackle and prevent incidents of harassment and discrimination*
3. *To promote equal opportunities in employment and in service delivery on the grounds of sexual orientation, religion/belief, age, disability, gender and race.*
4. *To achieve a representative and well-equipped workforce at all levels*
5. *To identify, understand and work to eliminate barriers to equality of access, equality of treatment and equality of outcome (to meet the diverse needs of all who live, work and use the services of the borough) and to provide accessible information about services.*
6. *To promote good relations between all sections of our diverse communities and ensure good community cohesion.*
7. *To promote positive attitudes towards diversity and value the diversity of all who live, work and visit the borough*

### **Council's Overall Strategic Priorities**

The Borough Community Plan contains clear themes around tackling disadvantage, inequalities, improving access and participation. All public bodies involved in the Local Strategic Partnership ( LSP ) have the same statutory requirements under the three general duties to promote equality and other equality legislation. The LSP and other key partnerships play a key role in promoting a borough where all feel safe, included, respected and valued.

The Community Plan, Local Area Agreements and the Council's Corporate Plan are key strategic areas for mainstreaming the requirements under the three general duties (race, disability and gender).

Key priorities of the Community Plan are:

- Priority 1: Tackling disadvantage and inequalities
- Priority 2: Being the greenest borough in London
- Priority 3: Being the safest London borough for all our communities
- Priority 4: Growing up in Richmond
- Priority 5: Creating a healthy and caring Richmond
- Priority 6: Creating a vibrant and prosperous Richmond
- Priority 7: Improving access and participation

The Council received a 3 star rating in the CPA inspection in 2007 ( Cabinet report January 2008 ). The CPA report acknowledged the Equality and Diversity work undertaken in the Council, especially in the development of the two equality partnerships and involvement of community groups in policy making and challenge to service provision. The work of the equality partnerships, forums and newly formed Equality Stakeholder's Scrutiny group are further discussed in the section on Consultation, Engagement and Scrutiny.

The CPA, whilst acknowledging the focus on disadvantage and inequalities in the Community Plan, also made the recommendation for the Council to develop a clearer strategy with explicit outcomes for tackling disadvantage, which incorporated equalities, human rights and social inclusion, to enable the Council and its partners to identify progress in this area. This work will be led by the new Assistant Director for Commissioning, Strategy and Policy in the new Adults and Communities directorate.

This will also be strengthened by the development of a strategy around Community Cohesion, inclusion and equalities.

The Council's revised Corporate Plan for 2008-2009 has the following priorities:

- Environment and Sustainability
- Education and Children's Services
- Tackling disadvantage and Promoting Equality and Diversity
- A Safer Community
- Promoting the Health, Housing and Well Being of All Residents
- Developing the Local Economy

These are also cross cutting priorities that apply to all services to ensure that the Council continues to meet the high standards of service provision:

- Access to services and customer care
- Engaging with customers and the community
- Delivering Value for Money
- Our employees

Key values which underpin the Community Plan and Corporate Plan include striving to be a borough which is inclusive in all its dealings with staff and community; to be a borough which values the diversity of all its communities and staff and enables all its residents to become full and active citizens; to feel safe, included, respected, valued and to share a sense of belonging.

## **Council's Equality Structures**

Leadership and corporate commitment is demonstrated in the Council's revised Corporate Equality and Diversity Policy 2007, comprehensive Equalities Scheme 2007-2010 and Corporate Equality Action Plan and directorate equality action plans. The Council's Equalities Scheme also provides evidence of the Council's adoption of the social model approach to disability equality.

The Council's corporate equality and diversity policy clearly outlines the council's leadership role as :

- Service provider
- Employer
- Community leader

It also outlines the roles and responsibilities of staff, managers and Members in the implementation of the policy. Ultimate responsibility for the achievement of equality outcomes rests with the Cabinet and Directors. The following structures outlined below provide specific support structures and mechanisms to help with these roles and responsibilities.

The Council has the following equality structures in place to help support and implement its leadership and corporate commitment on its equality and diversity objectives:

- **Lead Member for Equality and Diversity is the Leader of the Council.** The lead member is regularly briefed by the Chief Executive and the corporate Equality and Diversity manager.
- **Strategic Equalities Executive Board ( SEEB ).** SEEB meets six times a year and is chaired by the Chief Executive. All directors are members of

SEEB and also lead on their respective directorate equality groups. The head of Human Resources, and Corporate Policy are also members of SEEB. SEEB is assisted in its strategic leadership role on equality and diversity by the Council's corporate Equality and Diversity manager.

- **Corporate Equalities Development and Scrutiny Group ( CEDG ).** CEDG is the co-ordinating group for the Equality Standard work and is composed of directorate equality leads, representatives from the four staff support groups and the Human Resources ( HR ) Equality manager and the Corporate Equality and Diversity manager. CEDG also undertakes the internal scrutiny of equality impact and needs assessments ( EINAs ) and self assessment reports. CEDG makes recommendations to SEEB.
- Directorate equality leads are nominated staff from directorates. The Council has dedicated equality staff in a full time corporate equality and diversity manager, an equality projects support officer ( new post ) and a 0.5 HR Equality manager.
- **Human Resources Equality Working Group ( HREWG ).** HREWG is chaired by the head of Human Resources. The Chairs of the four staff support groups and Staffside, together with the HR Equality manager meet with the Head of HR six times a year as part of the consultation around employment areas of work.
- Each directorate ( except for Chief Executive's because of its size ) has a **directorate equality working group**, which leads on directorate co-ordination of EINAs, directorate equality action planning and self assessment. The directorate equality working groups involve a cross section of staff and help to engage and involve all service areas. Directors chair these groups and provide the link with their respective directorate management teams ( DMTs ).
- **Equality Stakeholders Scrutiny Group ( ESSG ).** ESSG is composed of a range of voluntary and community group representatives to reflect all six equality strands: disability, gender, sexual orientation, race/ethnicity, faith/belief and age. ESSG has been formed since October 2007 and is currently being trained to provide an external scrutiny role on the Council's equality and diversity work. ESSG meets six times a year.

In addition the Council has helped to form the following multi agency forums and community partnerships to help in its community leadership role on equality partnerships and to enable the involvement and engagement of community and agency stakeholders. All are chaired by the Council except for the LGBT Community Forum, Youth Parliament and Voluntary sector forum. Representatives from the equality partnerships and forums sit on the major strategic partnerships such as the Local Strategic Partnership ( LSP ) and Community Safety Partnership ( CSP ). Annual reports are also presented to the LSP and SEEB. Recommendations are also made to the LSP and SEEB.

- **Race Equality Partnership**
- **Disability Equality Access Partnership**
- **Inter Faith Forum**
- **LGBT Community Forum**
- **Domestic Violence Forum**
- **Richmond Youth Forum**
- **Voluntary Sector Forum**

The above will be discussed in terms of their work and outcomes in the section on Consultation, Engagement and Scrutiny. The equality partnerships and forums

inform the equality action planning process through consultation and involvement and play a key role in the monitoring of equality action plans.

## **Equality Impact and Needs Assessments and Equality Action Planning**

Since 2002 the Council has produced guidance on undertaking Equality Impact and Needs Assessments ( EINAs). In 2007 the EINA toolkit was revised. From 2002, the former Corporate Equalities Working Group as then chaired by the Chief Executive monitored the implementation of the EINA plan. From late 2004, SEEB undertook this role. From 2008, CEDG and ESSG will respectively provide the internal and external scrutiny of EINAs undertaken, particularly in high and medium impact areas. SEEB will agree and monitor the annual corporate EINA plan and examine recommendations made by CEDG and ESSG. Priority areas are informed by consultation and scrutiny feedback.

In Richmond along with many other authorities, we emphasise the EINA process as a baseline assessment of met and unmet needs, as part of examining differential impact. It is a key equality mainstreaming and service excellence tool, requiring the involvement and engagement of all managers and key stakeholders. Data and information ( local and national sources ) such as consultation, feedback and research are crucial to the EINA process. Currently the Council is helping to collate and compile an online community of resources both at local and national levels through the IDEA's communities of practice. This will help our managers access local and national data sources around equality work.

Training and briefings on EINAs have been provided since 2002. The Council has recently had the help of Tower Hamlets staff who provided peer training and support as part of the IDEA peer beacon scheme on EIAs ( Equality Impact Assessments ).

All Cabinet and Committee reports have a section entitled: *Equality Impact and Considerations*, which all managers are required to complete in all areas assessed as relevant to the six equality strands. This is designed to help managers build the EINA process into the planning, review and developmental stages of relevant areas; to aid the initial screening and consider equality implications. This will be further strengthened by the planned equalities scrutiny training which will be provided for all Cabinet portfolio holders and a selection of Overview and Scrutiny Members.

This has been further strengthened in the revised service planning guidelines since 2007. All service plans are expected to contain equality objectives arising from EINAs, self assessments and other consultation/data feedback or needs analysis. All planned service objectives contained in service plans are expected to have at least undertaken an initial screening for equality implications or plans in place for undertaking an EINA as part of their review or development.

The service planning process has been strengthened by the clear corporate priority in the Corporate Plan 2008-2009 around tackling disadvantage and promoting equality and valuing diversity. Attached to the corporate priority are clear targets and performance indicators, such as for example, meeting level 4 of the Equality Standard by March 2009.

EINA assessment is also incorporated into the corporate project management guidelines, in order to ensure that equality implications are considered as part of project planning.

The Council will improve on prospective EINAs through the above and ensure that the EINA process is undertaken at the policy, planning and review stage in all relevant areas.

Since 2005 the Council has undertaken EINAs which examine all six equality strands. Since 2006/07 the Council has been considering where and how to monitor the needs of the Council's LGBT communities. The EINA process is being used to examine how and where it is important and relevant to undertake this. The section on Service Delivery details equalities monitoring collection and analysis in service areas.

Appendix three outlines all the EINAs undertaken in service and function areas since 2002 – March 2008. A good cross section of high, medium and low impact EINAs have been undertaken across the Council. The Council's aim is to complete all high and medium impact EINAs by March 2009.

Outcomes from EINAs are used to inform directorate equality action plans and service plans. Examples of service improvements arising from EINAs are outlined in the Service Delivery and Customer First section and in directorate self assessment reports in part two of this report.

## **Performance Management**

Annual reports on equality and diversity progress in the Council are presented to Cabinet and Overview and Scrutiny Committee. These will be strengthened through the production of annual equality monitoring and review reports. The aim is for each relevant service area to systematically analyse information and be able to demonstrate different outcomes for specific groups and show how these have improved service delivery or access to services. Part two of this report shows that some service areas such as in Education and Children's services and areas of Housing and Adult services are currently able to demonstrate this.

Annual equality monitoring analysis reports have been produced for human resources information since 2002. These are used to inform the workforce development plan and HR equality action plan.

Directorate equality audits and self assessments were undertaken for levels 1-2 of the Equality Standard. For level 3 the self assessment process has been strengthened with the involvement of all service heads and directorate equality working groups together with DMTs ( directorate management teams ). These were undertaken through workshops, which were led by directors, supported by directorate equality working group leads and involved all service heads. As a result robust self assessments at both directorate and corporate level have been produced, which can now be used as a basis to action plan for level 4.

Both CEDG and ESSG have been trained by an external consultant to undertake a scrutiny role in the EINA and self assessment processes. This will strengthen the scrutiny role of both groups both internally and externally.

The LAA ( Local Area Agreement ) from 2008/09 will also be expected to incorporate some equality targets and indicators. These are currently being consulted upon with partners.

Performance management arrangements as a whole are currently being strengthened in the Council. These will also incorporate performance management around equality objectives, targets and indicators in service plans and the LAA. This will enable the eventual monitoring of progress against the Equality Standard as part of mainstream performance management.

Currently SEEB maintains a strategic overview and monitoring of all equality performance. This will be undertaken on a more systematic basis for all areas. The work of the Equality Scheme, corporate equality action plan and related directorate equality action plans will be annually reviewed by SEEB. This review will be incorporated within the annual Equality monitoring and review report.

We will also ensure more systematic reporting and publication of EINAs as part of the annual equality monitoring and review report.

## **B. CONSULTATION, ENGAGEMENT AND SCRUTINY**

Since 2000 the Council has had a consultation strategy and has used a range of methods for consulting with residents.

The Council carries out a large range of consultation for various purposes and in a number of ways. All questionnaire surveys of residents and service users routinely include questions concerning gender, age, ethnicity and disability. The responses to these are used in the analysis of the results to see whether there is any difference in the views of people from the various groups. This information is used to inform decisions relating to service delivery. The Council has since 2000 formed a citizens' panel comprising 1,200 people across the borough. The panel is selected to match the demographics of the borough in terms of gender, age, ethnicity, disability and income level. The panel is refreshed every three years and is used regularly to seek views of residents about the overall performance of the Council and specific service delivery. There is an annual budget consultation for example that seeks views about spending on services and includes questions about satisfaction with specified services and priorities for improvement. Responses are analysed to determine any variation between the different groups.

Mystery shopping exercises are also undertaken, which include equality and diversity areas. These exercises are led by the Council's Customer First Group. The detail of these is available in the self assessment report for Environment services, who were the lead directorate for Customer services until early 2008.

The Council has recently undertaken a review of its methods for consultation and involvement and findings from this will help to strengthen best practice in how we seek the views and experiences of equality groups.

A Consultation and Participation strategy ( 2007 ) has been produced from the findings of the review, which will help progress the involvement of equality groups in the planning, review and monitoring of services and functions. Revised consultation guidance is planned for 2008.

The whole area of work will be further strengthened by the new Community Engagement and Inclusion section, which will be operational from April 2008. This section will bring current work around consultation, community engagement, community development, social inclusion, community cohesion and equality and diversity together.

There is a need to map and co-ordinate all current Council work undertaken in consultation and engagement. Environment has a service specific consultation strategy and specific guidelines. Youth Service has a Youth Participation Strategy, which has funding for specific youth engagement. Education, Cultural services and Children's services all provide service specific examples of consultation undertaken to inform planning and reviews of services.

Adults and Housing services also have an extensive range of consultation programmes. In particular Housing recognise '*the need to address the disengagement of some members of the ethnic minority communities from the democratic process; to promote equality and inclusion of disadvantaged, hard to reach and seldom-heard groups, so that they can easily and routinely 'have their say'*

Housing aim to work with clients from hard to reach groups to ensure that they are consulted in a way that is meaningful to them. They also use sign language interpreters, translation services and use pictorial images on questionnaires to help gain feedback from these service users.

The proposed Housing Consultation Strategy will take into account the Strategy Policy for Social Services and Housing and will build upon the progress made through the previous Consultation Strategy 2006/7, which achieved the following:

- A well co-ordinated approach to consultation across Housing Services.
- A set of guidelines, for carrying out consultation, which were easy to use and apply.
- Increased levels of consultation activity.
- Improved standards for consultation.
- Centralised systems to monitor and review activity that help to ensure continuous improvement.

Housing currently has a database of over 400 organisations, which is also being further developed. Housing undertakes regular surveys of service users throughout all their areas.

By December 2008 the Council plans to also develop an annual consultation programme in conjunction with partner organisations.

Community Safety Unit undertook a consultation study of the borough's LGBT community's experiences of hate incidents in 2005.

Adults and Richmond PCT also recently led on a Joint Strategic Needs Assessment. This will pick up some basic statistical information about different ethnic groups and their health and social care needs and may lead to further work.

We will also consolidate current lists and produce a list of all community and voluntary groups by equality strands and will make sure that it is used as efficiently as possible in order to avoid consultation fatigue.

The Council has a good track record of consultation with disabled people. Representatives of voluntary organisations and Richmond Disability and Advice ( RAID ) have been invited to become part of Council Committees such as Social Care and Housing Overview and Scrutiny Committee and Transport Consultative Group as community advisors. RAID is also represented on Council strategic partnerships

and the Joint Commissioning Boards. The Council also included disabled people as a part of its main consultation mechanism on service delivery, the Citizens' Panel. The Richmond Disability Forum was also a member of the Council's internal group (ALOG), which oversaw the building access audits in 2003/2004.

The involvement duty ( which is ongoing ) is key to helping us bring the views, experiences and expertise of disabled people and groups representing disabled people, people from Black and minority ethnic backgrounds, men and women, Lesbian women and Gay men and different faith groups, to inform equality work.

The partnership section below outlines the equality partnerships involved in this process. We will ensure that the involvement duty is further built into other key partnership working and user feed back forums and methods currently used and further developed by service areas and functions.

The Council also periodically undertakes detailed research into the experience of disabled service users and staff (see Service Delivery and Customer First section for more examples and further detail in part two within directorate assessments) and service users and staff from BME backgrounds and other diverse backgrounds. Issues and concerns raised are incorporated within equality action plans and have also been brought to the attention of our partners on the LSP.

Findings from the MORI research study ( Dec 2005 ) were discussed at the LSP and two equality partnerships as well as SEEB. These findings were also examined in relation to specific area based studies and other research undertaken in service areas. This helped to broaden some of the initial findings made and inform the equality action planning for corporate and directorate equality action plans.

Specific area based studies included a piece of work commissioned by partners on REP on mapping the extent of racist incidents in the borough and the experiences of people from BME backgrounds in some of the most disadvantaged parts of the borough. The research findings from this piece of work are being used to inform the work programme of REP and training planned for partners. This work will inform the revised Council policy and procedure for monitoring incidents of harassment and discrimination across all six equality strands.

The Council has also consulted with focus groups of male and female staff and used findings from events held by the Domestic Violence Forum to inform some of the gender equality objectives in the Corporate Equality Action Plan.

We also have four staff support groups in the Council:

- Black Worker's Support Group
- LGBT staff support group
- Staff Disability Action Group
- Women's Network

Surveys of staff are undertaken every two years and together with feedback from the staff support groups and annual workforce monitoring analysis are used to inform workforce development plans and the HR equality action plan. A survey and focus group study with BME staff was undertaken in 2004 by Phoenix HR and focus groups were undertaken with disabled staff in 2007 with an external facilitator.

The equality action plans also outline how we will strengthen the involvement of equality groups in the planning and review of services.

## Partnerships

The Council currently has two equality partnerships, Race Equality Partnership (REP) and the Disability Equality and Access Partnership (DEAP). The two equality partnerships report to the Local Strategic Partnership (LSP) and also have representation on the Community Safety Partnership.

- *The Race Equality Partnership (REP)* was formed in November 2003. The partnership is a multi agency forum to promote race equality in the borough. It meets quarterly and is chaired by the Assistant Director of Housing. Its membership includes: Registered Social Landlords, Richmond PCT, RCVS, Richmond Police, Ethnic Minorities Advocacy Group, Housing, Youth Offending, Education, Black Worker's Support Group, BME Carers Officer, Community Safety Partnership and Corporate Policy staff.

Key objectives of the group include:

- To promote race equality and good race relations by developing a borough wide multi agency approach
- To achieve a consistent approach to the tackling, prevention and monitoring of racist incidents
- To develop a borough wide approach to promoting race equality, valuing diversity and community cohesion
- To undertake shared events: e.g. consultation, training, and celebrating diversity events.
- To maintain regular dialogue with other key partnerships.

The formation of the Race Equality Partnership was an outcome of the first Race Equality Scheme.

- *The Disability Equality and Access Partnership (DEAP)* is not a "partnership" in the operational sense of the word where different "partners" have assigned roles and resources to go away and do things, but is more of a consultation forum where the Council is able to have a dialogue with disabled people in the borough about how to improve Council services, employment opportunities, and access to the built environment for disabled people. The aim of the Partnership is to improve the access of disabled people to all the Council's services, employment, and premises. DEAP was formed in 2004.

DEAP's membership includes disability community and voluntary groups, RCVS and representatives from key Council service areas. The Assistant Director for Adult Services chairs DEAP.

Currently all partnerships are undertaking a programme of Equality Impact Needs Assessments (EINA) reviews based on corporate guidance produced ( Partnerships and Equalities 2005 ).

The Council launched a new LGBT ( Lesbian, Gay, Bisexual and Transgender groups ) Community Forum in March 2007.

The Council has a borough Inter-faith Forum, which will shortly be working closely with SACRE ( Standing Committee for Religious Education ) in order to broaden its membership to include a range of other faiths.

Other important consultation forums include: the Domestic Violence Forum; The Youth Parliament and the Richmond Voluntary and Community Sector Forum.

## **Scrutiny**

The Council has the following arrangements for scrutiny of equality and diversity work in place:

- Lead Member for equality and diversity: Leader of the Council
- Cabinet Portfolio holders
- Overview and Scrutiny Committee
- Equality Stakeholder's Scrutiny Group ( external scrutiny )
- Corporate Equalities Development and Scrutiny Group ( internal scrutiny )

The above are described in detail in earlier sections of this report. All areas have been and continue to be further developed following the diagnostic assessment undertaken in April/May 2007. These will help strengthen the Council's arrangements for scrutiny of its equality and diversity work.

Since 2005, all Overview and Scrutiny areas have been asked to consider any equality implications as part of the scoping process for scrutiny reviews. This will be further strengthened by training as outlined below and by providing a checklist of questions for Members to consider when undertaking scrutiny reviews.

All Cabinet portfolio holders and a selection of Overview and Scrutiny members will this year be undertaking scrutiny training for equalities assessments. This training will show how this is integral to their mainstream roles and work, particularly in the context of CAA ( Comprehensive Area Assessments ).

## **C. SERVICE DELIVERY AND CUSTOMER FIRST**

In November 2005, the Council commissioned MORI to do a survey of disabled people in the borough and to report on their experience of council services. The survey identified barriers in employment, adult education, housing, health, transport, access to leisure, participation in public life, independence and choice/control over one's life, income/earnings, crime prevention and harassment, among other things.

The feedback from the MORI report ( 2005 ) informed the first edition of the Disability equality scheme including the action plan and will also help in prioritising areas for impact assessment.

The MORI report also examined the views of BME groups in the borough through focus group research. These findings together with other area based studies ( e.g. racist incidents research and Children's fund partnership work in Heathfield ) were also used to inform the Equalities Scheme 2007-2010.

In November 2004, the Council commissioned a study by Richmond MENCAP to review the experience of BME learning disabled people in the borough in accessing Council services. The study identified barriers relating to language needs, gaps in knowledge about diverse needs, and resulting service provision. The Richmond PLD team together with the Joint Commissioning Board for people with learning disabilities have produced a specific action plan for their services arising from the

report's findings. The findings of the report have also informed the work of two key EINAs in Adult services, which have resulted in action plans to improve service provisions for people from BME backgrounds.

As part of the setting up of the Council's Children's Trust under the Children Act, the Council has established an integrated Disabled Children's Service to improve outcomes for disabled children in the borough.

As part of adopting the social model of disability, the Council is guided by the principles of 'Inclusive Design'.

- The Council is currently implementing a programme of civil works that has come out of the audit of all its buildings, roughly 120, that are open to the public. An investment programme of almost £1 million has been put in place to fund the works, which includes work to make listed buildings accessible.
- Currently 49% of Council owned buildings are accessible for all
- The Council has set the following Best Value Performance targets:
  - 90% of Council owned buildings being accessible by the end of 2007/2008;
  - 95% by the end of 2008/2009
- On the 8<sup>th</sup> October 2004, the Council launched the **Disabled Go Richmond** web site that provides information for disabled people on how accessible venues within the borough are. The website provides information on the accessibility of a wide range of facilities including those for entertainment, business and Council services. The site is available through the Council's website: [www.richmond.gov.uk](http://www.richmond.gov.uk) or through the [www.DisabledGo.info](http://www.DisabledGo.info) pages. The website was a joint project with the Richmond and Twickenham Primary Care Trust.
- In 2003 and 2004 the Council participated in the Local Business Awards' competition in the Positive about Disability category. The Council won it in 2003 and were again finalists in 2004. Our purpose in these events is to continue to engage with the community on disability issues and to promote disability equality wherever we can.

Since 2001, the Council has undertaken work to improve service provisions to meet the growing diversity of the borough. Many of these are outlined in part two of this report.

### **Service plans and equality action planning**

All directorates have developed directorate equality action plans based on the corporate equality action plan themes. The objectives and targets have been informed by EINAs undertaken and other feedback and assessments/data about services. Copies of all plans are available as appendices to part two of this report and are available on the website.

Clear links are now made between the directorate equality action plan objectives and service equality plan objectives. As earlier outlined this will help improve the performance management of service equality objectives as part of mainstream performance management.

The directorate reports in part two of this report provides specific evidence of progress in service areas, in terms of embedding processes and achieving specific outcomes.

Planned improvements in consultation and community engagement will help to further strengthen the involvement of communities and service users in the planning and review of services.

## **Procurement and Commissioning**

The Council has produced specific guidance on Equalities and Procurement. This was amended in 2007 and further changes are planned for 2008. The Council will continue to amend its guidance and will seek to incorporate best practice.

All contracts for the procurement and commissioning of services in key relevant areas incorporate equality objectives and monitoring requirements. All those who undertake the tendering process in relevant areas, including the employment of staff, complete standard equality questions as part of that process.

Equality objectives are built into service specifications in high relevance to equality areas.

The EINA process will be used in contract reviews. Service areas will progressively undertake this as part of a programme of contract reviews.

Procurement and Commissioning are identified as improvement areas as part of the Council's improvement plan for level 4.

## **Tackling, preventing and monitoring incidents of harassment and discrimination**

The Council has had a racial harassment strategy since 1998 and procedures for monitoring racist incidents since 2000. The Council's Race Equality Partnership is completing work on a borough wide approach with all agencies to tackle, prevent and monitor racist incidents. A Racial Harassment worker was employed by the partnership through CSP funding in 2005/06. In 2007 REP obtained funding for a commissioned piece of research ( as detailed in section on Consultation ) on the extent of racist incidents in the borough. The Council will in 2008 extend the current procedures for monitoring racist incidents to cover all six equality strands. Revised procedures and guidance will be produced, in order to ensure clarity at directorate level and corporate co-ordination.

All staff in schools have been trained in tackling, preventing and monitoring racist incidents. This will shortly be extended to cover other equality strands in schools.

Annual reports on monitoring and responding to racist incidents are currently produced in line with reporting on BVPIs 174 and 175.

## **Accessibility Guide 2002: Council's approach to the provision of translation and interpreting services**

The Council produced an Accessibility Guide in 2002, which outlines where staff can go to, in order to get translation and interpreting help for people whose first language is not English, and require assistance in order to be able to access our services. The

Guide also outlines where staff can access help for disabled users and potential users.

Annual monitoring reports are produced on the use of translation and interpreting services.

We continue to work to ensure that our information about services is produced in accessible formats to meet diverse needs. Within the resources of each planning cycle we look to see what further improvements can be made in response to feedback from disabled people and people from BME backgrounds.

In 2005 a staff booklet was produced around 'Valuing Diversity and Customer First.' This booklet also contained a good practice accessibility checklist. The booklet will be updated in 2008 and republished.

## **Equality Monitoring and Analysis**

In order to gather equalities information we integrate where possible and relevant, equalities monitoring and equality questions in local surveys, consultation and research undertaken. This information becomes part of our ongoing monitoring for equality impact and needs analysis. All information gathered is used to inform equality objective setting and the review of outcomes achieved.

Since 2002, the Council has used standard equality monitoring categories. These have been further updated in 2006 and 2007 with the incorporation of extended disability monitoring categories as recommended by the former Disability Rights Commission (DRC). Monitoring questions in relation to sexual orientation and faith/belief are asked where assessed as relevant. The EINA process is a prime vehicle for that assessment. A communications campaign is planned for 2008 to help public and staff understand why the Council collects equalities monitoring information and how it maintains and uses the information.

The findings of the 2005-2006 Equality audit and assessment process demonstrated that while equalities monitoring information is collected by some service areas, information is not routinely analysed and used to inform the equality action planning process. Information collection also needs to improve in some key service areas. This is identified in some of the directorate equality action plans and service plans as an area for improvement.

Corporate Equalities Monitoring Guidance was produced in 2007 to help increase the confidence of staff to understand why the information is needed, how to ask for the information, and possible ways of analysing the information.

## **Equality and Diversity Information on RIO**

Nearly all of the directorates have equality and diversity web pages on the intranet, which also link to the corporate equality and diversity web pages. The corporate pages will be streamlined and sites created so that managers can readily access data and other information sources to help undertake EINAs and inform equality action plans.

All EINAs and a range of other equality information, including guidance and demographic data are currently available on the intranet. Summaries of EINAs undertaken are published with annual equality reports. This will be improved with the annual equality monitoring and review reports.

The new community engagement and inclusion section will also be overseeing a corporate database on all consultations and engagement undertaken in the Council and by partners. This will also be available on the intranet.

### [Equalities and diversity at Richmond](#)

#### **Communication Campaigns**

From 2004 the Council has undertaken positive images and valuing diversity campaigns in the publicity it produces. The 2008/09 campaign will build upon work undertaken as part of the Valuing Diversity/ Customer First series of posters produced for staff and customers. This also involved a Positive Images campaign in Council literature and welcoming mages/multi faith calendars displayed around council buildings.

In 2006 a zero tolerance to abuse and violence poster campaign was launched in all Council buildings. Annual Hate crime campaigns with poster publicity are also undertaken.

- Equalities and diversity was built into the current contract with Westminster City Council to provide internal and external communications services (January 2007 – January 2010). The service integrates equalities and diversity into all aspects of their work including presenting positive images of people from different communities in media relations, marketing and internal communications. An example is an article in the up coming edition of *Arcadia* (the council's residents' magazine delivered to all households) on Black History Month.
- An equalities and diversity communications campaign (internal and external) has been included in the team's current work programme and is being implemented (being led by the Head of Communications and Equalities and Diversity Manager). This has included articles in the staff newspaper *Out of the RuT* about current equalities action and plans. An external campaign to inform residents will be launched in spring 2008.
- Other external campaigns are planned around equalities monitoring and valuing diversity in 2008
- An EINA of communications is currently in progress to be completed by March 2008. This will include comparing practice with other authorities including those at Levels 4 and 5 of the Standard.

#### **D. EMPLOYMENT AND TRAINING**

Our commitments together with our actions for 2007-2010 are set out in the Employment and Training Section of the Council's Equalities Scheme<sup>i</sup>. We publicly report back on our progress through annual reporting on the Equalities Scheme and our Workforce Equalities Report<sup>ii</sup>.

The Human Resources department is responsible for overseeing employment equality within the Council and supporting staff in this area. The Department created two new roles in 2006 to support this aspect to the equalities agenda at Richmond. The HR Equalities Manager has responsibility for leading on the Council's approach to diversity and equality of opportunity in employment. They are supported by a HR

Management Information Systems Manager, whose role includes producing monitoring information to assess the Council's progress on employment equality.

Within the Council there are a number of staff support groups which provide support and advice to employees, as well as act as forums for employees to discuss issues that impact on their working lives<sup>iii</sup>.

These groups are consulted formally through the HR Equalities Working Group (HREWG) and informally on equalities issues relevant to employment. They perform a valuable role in helping the Council monitor our progress in creating a diverse and inclusive working environment.

### **Reflecting the Borough's Population**

Over the last few years we have made significant progress in becoming more representative of the local Borough's population. Our proportion of BME staff has risen steadily year on year and is now representative of the borough population - 9.9% within the Council and its Schools compared to 9.0% in the Borough. When Schools are accounted for separately our proportion of BME staff rises to 13.8% - highlighting that while the Council itself is making good progress there are greater challenges in increasing diversity among our Schools staff. However we recognise that as a London based employer our employment catchment area is considerably wider than the Borough, and have therefore have established a target for BME representation of (15%) based on a statistical analysis of the boroughs within our travel to work area.

In the area of disability our workforce monitoring has identified that the Council has a relatively low proportion of staff who have disclosed a disability (2.6%) compared to the local population of economically active disabled people (8.4%). When Schools are accounted for separately the proportion of disabled staff in the rest of the workforce rises to 4.3%, compared to 1.2% of disabled staff in schools. The percentage of disabled staff in the Council's own workforce increases still further when employees are asked anonymously – 6% of staff in the 2007 Survey considered themselves to have a disability.

It is again positive to note that there is a representative distribution of disabled employees across most of the Council's grades up to and including middle management. However there is a significant under representation of disabled people at the most senior management levels and only 1% of staff in the top 5% of earners are disabled.

There is a clear gender difference in the Council's workforce with men making up 25.6% of the overall workforce compared to 74.4% women. When Schools are separated out from this figure, the proportion of male employees rises to 36% - in contrast, only 15% of school employees are men. There are also significant gender differences in the proportion of women and men employed in different directorates with Adult Social Services and Housing having a majority female staff and Environment being majority male. On a positive front we have made significant progress in "breaking the glass ceiling" for female employees over the last few years. Not only do we have a female chief executive but 51% of women are in the top 5% of earners - significantly higher than the London average of 41%. However there remains an under representation of women in the Council's top management team.

We are working to improve the distribution of staff across different areas and grades of the Council. Our 'Ascent'<sup>iv</sup> development programme during 2007 supported BME staff working in areas of the Council where there are large numbers of BME staff working yet BME staff are under represented in management grades. We also

introduced job carving and work trials to improve access to employment in the Council for people with learning disabilities, and are piloting these changes in 2008<sup>v</sup>.

Looking forward we recognise the need to address the under representation of BME and disabled staff in senior positions in the Council. Human Resources will also be supporting Education and Children's Services in seeking ways to encourage greater diversity in our Schools staff.

### **Promoting an Inclusive Working Environment**

The Council is committed to ensuring an inclusive working environment where our staff are treated fairly. We consult our staff support groups on new and revised employment policies and procedures, and conduct Equality Impact Needs Assessments to examine the impact that these may have on different groups of employees. We also monitor the impact of new and revised policies on different groups and, where appropriate, review this in consultation with our staff.

Over the last 12 months we have introduced a number of changes to employment practices to promote equality and diversity in employment. We have introduced a new Anti Discrimination, Harassment and Bullying Policy<sup>vi</sup> with the aim of making it easier for employees to report discrimination or harassment, and for Human Resources to monitor this. In line with the introduction of changes to employment legislation on age discrimination, we have reviewed all our employment policies and procedures, implemented an action plan for change, and issued guidance to managers. We have also changed our Managing Ill Health and Attendance Policy to strengthen the guidance given to managers on making adjustments for disabled staff, and will be reviewing the impact of this policy with our Staff Disability Action Group during 2008.

Last year we completed an equal pay audit looking at differences in the pay and benefits received by male and female staff. The results of the Audit are being used to develop an Equal Pay Action Plan to redress any pay differences identified.

### **Developing Evidence Based Practice**

The Council has continued to develop its equalities monitoring systems for employment to ensure that our employment initiatives are based on evidence, and that we have effective measures in place to assess outcomes.

Our principle mechanism for monitoring equalities outcomes is our Workforce Monitoring Report. This is an annual report which assesses key equalities impacts on a wide range of HR performance measures. Our monitoring currently fully covers race, disability and gender. The results are widely shared and discussed both internally and externally with staff support groups, unions and our Disability Equality and Access Partnership.

Whereas many councils produce limited tables of outcomes, we subject our data to a more rigorous statistical analysis following CRE best practice, benchmark our performance against appropriate borough and regional measures, and specify evidence driven actions with appropriate measures to address the issues.

Where we have identified gaps or difficulties in obtaining appropriate equalities data, we have researched and drawn on best practice from other boroughs. For example, due to technological problems we were initially unable to monitor appraisal outcomes – part of the race employment duty to monitor staff who may benefit or suffer detriment from performance assessments. Many councils choose not to monitor this on the grounds that performance assessments are not linked to pay. However we felt that this was an important aspect of fairness at work since it could affect the

development of staff. We therefore contacted a number of London Boroughs operating at Level 4 or 5 of the Equality Standard, explored their approaches to meeting this part of the employment duty, and implemented a sampling strategy to assess the fairness of our appraisal process based on that used by Lewisham.

In addition to our workforce monitoring statistics we also use qualitative methods to explore equalities issues in more depth and develop appropriate actions. For example, an analysis of equality themes in our regular staff survey identified that disabled staff were relatively dissatisfied working for the Council compared to other groups. This led HR to run focus groups with disabled staff and their managers to explore the issues in more depth, and from which a number of areas for improvement were identified and actions are being implemented. For example, one area for improvement was the slow speed with which assistive technologies were provided to staff who need assistance with PC use. Based on staff feedback, we have now agreed changes to our procedures to enable Health and Safety to provide more effective and faster support to these employees and better monitoring of progress.

During 2008 we will be looking at how best to include the monitoring of sexual orientation and religion in workforce data. This is a sensitive issue and we will be consulting staff on potential options before implementing.

### **Developing our Workforce Skills on Equality and Diversity**

We recognise that critical elements to our success in embedding equality and diversity in the Council's policies practices are our employees' understanding and skills. We have therefore embarked on an ambitious equalities training strategy programme for staff and managers, with additional support and development provided around specific equalities areas.

All Council employees have now attended a half day equality and diversity awareness programme – known as RichMix Module 1. This is an innovative programme which uses drama to enable all staff to recognise their personal responsibility in ensuring equality and diversity is embedded in LBRuT's culture and to provide tools to resolve differences. The training was started in 2006 and completed at the end of 2007.

In addition to this workshop, we are currently piloting a one day workshop specifically for managers. This training focuses on developing managers' understanding of their responsibilities in service and employment, good practice, and skills in challenging inappropriate behaviour. The focus is on developing managers' skills and providing them with the tools to implement equalities effectively. To ensure that the training meets Richmond's needs our staff groups were actively consulted on the content of the training. The pilot workshops will be reviewed in the Spring 2008.

Disability is another area where we have identified through feedback from our disability focus groups that managers need further support or guidance on. In addition to building disability and the social model into our equality training programmes mentioned earlier, we have developed guidance on our Intranet, and joined the Employers' Forum on Disability. This is a best practice organisation which provides managers with a helpline and guidance on managing disability in employment and service delivery. Information on this has been circulated through briefings our equality lead managers, and placed on our intranet.

### **Areas for improvement include:**

To develop better integration of equalities objectives into contracts with third parties and improve on-going monitoring of the performance of external contractors on equalities.

To improve the scheduling and monitoring of EINAs to ensure that these are completed in parallel to the development of policies and procedures rather than following their development.

To ensure that EINAs explicitly state the actions required to address the equalities issues identified within the EINA, and that these actions are integrated within the HR Service Plan as appropriate.

## **PART TWO: DIRECTORATE ASSESSMENTS AND SERVICE OUTCOMES**

### **Introduction**

This section provides a summary of the self assessments carried out within the Chief Executive's Office and each of the four directorates of the Council. More detailed reports and action plans are attached as appendices for external validation and are also available on the Council's website.

### **ADULTS SOCIAL CARE AND HOUSING SERVICES**

#### **Strengths include:**

The directorate has a Directorate Equalities Board (DEB). The DEB has been in existence since mid-2005. It is chaired by the Director and attended by senior departmental managers as well as representatives of the (four) staff support groups, workforce development, corporate policy and middle managers whose work has a particular equalities related orientation. It meets on a quarterly basis. Prior to this there were two equality working groups: one in Adult services and one in Children's services since 2002.

The directorate equality and diversity strategy has recently been approved by the DEB and has also been presented to SEEB. The strategy builds on the corporate strategy and spells out clearly how the Directorate will address the corporate priorities which are themselves derived from legislation and the Equality Standard.

The Directorate Equality Action Plan has its roots in work undertaken in 2005. A programme of annual reviews has been put in place so that new work is added and completed tasks are removed. The points and projects set out in the action plan are derived from audit outcomes so that they are geared towards ensuring improved services for users and for staff. At the present time the action plan is being reviewed and the revised version will incorporate outcomes from the recent level 3 self assessment.

Examples where work set out in the plan has delivered tangible changes for users, carers and staff:

1. Developments to the Directorate website have improved the range of information available and the ease of navigation,
2. Work has been undertaken to ensure more ready access to users with a sensory disability or a learning disability,
3. The EINA programme has produced a range of tangible outcomes (see below),
4. Training and staff development has been delivered so that managers are now more aware of their responsibilities to the needs of staff with a disability,
5. There is improved scrutiny of the equality and diversity related dimensions of contract and partnership development and review,
6. A staff profile has been developed. This covers all staff in the Adult Social Care division and is currently being extended to cover the new Directorate. This will provide a valuable tool in ensuring, for example, that training take up can be analysed against an accurate staffing baseline,
7. Training take up is routinely provided to the DEB and is consistently monitored to ensure that take up is equitable.

## **EINAs**

In line with corporate procedure the Directorate undertakes EINAs in two circumstances. Firstly, there is a programme of EINAs agreed as part of the routine quality assurance monitoring and secondly, proposed service developments are considered within the perspective set out in the EINA framework. The Directorate has undertaken work in both areas. This has included the following;

- A detailed analysis of activity and performance data in the area,
- Input from staff. This input include staff and managers concerned with the delivery of the service and staff who use the service,
- Input from users (e.g. Carer Conference outcomes) and their representatives (e.g. voluntary sector organisations),
- A report that is designed to be accessible. All service review EINAs are included on the Internet site,
- A report that is designed to make tangible recommendations for service improvement for both the Directorate and interagency groups.

Feedback from both within the Directorate and from outside agencies suggests:

- The process engages staff – the general request for comment is responded to e.g. the recent Direct Payment EINA elicited 17 responses from staff,
- The reports provide valuable information in the development of services (e.g. the impact of the Direct Payment EINA on the development of SDS),
- The reports make a difference e.g. the recommendations of the Meals EINA have been implemented in full so that users have greater information about the range of meals available and the quality assurance regime has been improved.

Over the last two years service review EINAs have been undertaken in the following areas:

EINA – level 2

- Access to Assessment

EINA – level 1

- The Meals Service,
- Direct Payments,
- Carer Support,
- Mental Health Day Services,

- Homelessness.
- Supported Housing ( currently being completed )

All have included specific information relating to users and carers. This has taken the form of data relating to any differences in service take up by ethnicity, gender and age and has sought input from user/carer groups in the voluntary sector and service providers. Voluntary groups consulted as a part of the programme include the Carers Centre, Richmond Independent Living Scheme and Crossroads. Providers include Apetito and The Rowen Organisation. The homeless EINA included the outcomes of a postal survey to 324 homeless households supported by the borough.

These EINAs have generated tangible service improvements including:

- Improved awareness of the diversity of meals available,
- More structured contract compliance arrangements,
- Quality Assurance within an in-house meals provider,
- Team based QA user satisfaction audits,
- Improved outreach within the PLD service,
- Improved access to information,
- Mechanism to monitor the effectiveness of the Carer Strategy,
- Options to look at meeting the needs of disabled homeless people in a more effective way.

Again, the Directorate has taken a clear decision to undertake work that has a real and tangible impact on services. The EINA model is designed to achieve this.

**Other service improvements and achievements include:**

- Improving access to information. The website has recently been improved to increase accessibility to information and further improvements are planned (e.g. to provide information in community languages and audio formats). Within services for people with a learning disability there is a project in place to develop accessible information for users across the service.
- Improved access to Direct Payments and the development of Self Directed Support,
- Robust quality assurance mechanisms to assure the home care service,
- Compliance with national standards (standard 5) in respect of the Out of Hours social care service, the NSF for older people, mental health and disability,
- Access to translation services, information (quarterly) for people with a sight loss,
- The development of service user satisfaction surveys and audits,
- Consultation with users and carers (Via the JCBs) and voluntary groups.
- AD Adults also Chairs the Council's Disability Equality and Access Partnership ( DEAP )
- An assessment of the achievements of the [Black and Minority Ethnic Housing Strategy](#) by the Black and Minority Ethnic Working Group is underway. The findings of the Black and Minority Ethnic Working Group will influence the Black and Minority Ethnic Housing Strategy for 2008 to 2010. The Black & Minority Ethnic Working Group is made up of representatives from [Richmond Housing Partnership](#), [Inquilab Housing Association](#), [EMAG](#), the [Resettlement team](#), [Black Workers Support Group](#) and others.

- The Asylum Team in Housing administers the various benefits asylum seekers are entitled to and also make provisions for temporary accommodation. They provide ongoing support to those in social housing.
- The Resettlement team works with vulnerable members of the community, both young and old. These include people returning from long periods of stay in hospital perhaps due to disability or mental illness, people who have been sleeping rough on the streets, those that have been released from prison, victims of domestic violence and also young adults leaving local authority care and teenage mothers.
- AD Housing also Chairs the borough Race Equality Partnership. The CRE invited the Chair to talk about the work of the partnership at a Race Equality Conference in 2005.
- The Adult and Housing Services directorate also commission consultation from organisations such as [Housing Quality Network](#) (HQN), who are currently carrying out a review of homelessness and have been commissioned to write the homelessness strategy. The findings of the review of homelessness by HQN will be fed into an EINA, which will help direct the [Homelessness Strategy](#) for the years 2008 through to 2012.
- In the Housing division recent EINA related work has resulted in improved equality and diversity related information gathering and the division collects a range of information both routinely e.g. for grant payments and specifically e.g. the Housing Options Fair.
- Housing have long established database systems where equality and diversity monitoring information is routinely collected and inputted. The extent to which the ethnicity of users is collected is a statutory measure and the Directorate scores highly in this regard. Staff are employed to draw off information from the database Frameworki and to analyse the implications of this data. For example, the data is used to inform the analysis contained in service review EINAs. Housing maintain a detailed range of user related data. Improvements have recently been made to data capture particularly in relation to Supporting People as a result of an EINA.
- Other good examples of use of consultation and equalities monitoring data area available in the directorate self assessment reports for levels 1-3.

**Areas for further improvement include:**

- Completion of programme of high impact EINAs by April 2009
- Improve and build upon managers using as much relevant data as possible in service planning and review, particularly in relation to the needs of diverse customers
- Completion of contract compliance monitoring programme which now includes the extent to which equality and diversity related expectations are written into contracts and commissioning arrangements
- Review of current action plan to include gap areas as a result of level 3 assessment
- Through carrying out self-assessment exercises we are aware that barriers to equality of access include not being able to provide culturally sensitive and appropriate service provisions. To address this, the Adult and Housing Services directorate have embarked on the [Total Transformations Programme](#), agreed by Cabinet in late 2007

**Updated 2007/08 Adults and Housing Equality and Diversity Action Plan and completed self assessment reports for levels 1-3 are available with supporting**

**evidence on RIO. The action plan will again be further revised post restructuring ( from 1.4.08 ) with the new Adults and Communities directorate.**

## **EDUCATION AND CHILDREN'S SERVICES**

### **Strengths include:**

- Robust performance to collect, collate data and action key priorities in the Children and Young People's Plan leading to improved outcomes in some of the equality strands.
- Significant improvements in the Cultural Services Review to demonstrate impact across Equality Strands recognised by the external reviewers.
- Very good consultation and participation of young people in decision making and service design as evidenced in the JAR.
- A robust approach to training and the management and leadership of Equality and Diversity within the Departmental Leadership Team Programme.
- Excellent Joint Area Review and Cultural Services Review reporting outstanding outcomes in relation to Education and Children's Services and Culture graded 4 – Outstanding.

### **Action Plans, objectives and targets:**

As equality and diversity underpin all the work we do, we have set many equality objectives. These are collated in: the [Children and Young People's Plan 2006-2009](#) (CYPP), which was drawn up in collaboration with the multi-agency Children and Young People's Strategic Partnership, which consists of many community groups; the [Children and Young People's Action Plans 2007/2008](#); the [ECS Equality & Diversity Action Plan \(ECSEDAP\)](#), which was drawn up by the Directorate's Equality and Diversity Action Group in consultation with managers and staff at all levels; the [Cultural Services Strategic Plan](#), and in individual service plans.

Examples of good practice are detailed in the '[good news stories](#)' collated for the [Joint Area Review](#) inspection and in other documents. Some of the targets in the ECSEDAP derive from EINAs, national and local schemes and from consultation with stakeholders, including [young people](#). The targets include many that address barriers to access. The CYPP has been published and widely distributed. Both it and the ECSEDAP are published on the Council's website. Both the CYPP and the ECSEDAP have been, or are being reviewed, in terms of progress, by the Strategic Partnership, the Every Child Matters (ECM) outcomes sub-groups (which report to the Partnership) and the ECS Equality and Diversity Action Group. Equality and diversity is a key part of the Directorate's inductions and appraisals and is a standing item on team meeting agendas. Workshops have been run with the Senior and Directorate Leadership Teams and at the whole-staff meeting.

All service areas have service plans that incorporate targets, which are also outlined in the CYPP, the Cultural Strategy, [the Cultural Strategy Review](#), the Cultural Services Plan and the ECSEDAP. The targets are linked, where applicable, to national and local PIs. The CYPP has been the subject of widespread consultation, including children and young people themselves, and the ECSEDAP was consulted

upon with all the staff support groups and with ECS managers and staff. Resources have been clearly identified in the CYPP and in the [review of the ECSEDAP](#) for the achievement of the objectives and actions. The ECS Equality and Diversity Action Group reviews the progress of equality actions and objectives and reports to the Directorate's Senior Leadership Team and to the Corporate Equality Action Group. Progress on CYPP targets is regularly reported to the Children and Young People's Strategic Partnership, the ECM outcomes sub-groups and to the [Education and Children's Services Overview and Scrutiny Committee](#).

**EINAs** have been carried out for major service areas such as Admissions and Student Finance, Cultural Services, Education Welfare, Special Educational Needs, Youth Offending Team, etc., as outlined ([on pages 28-29](#)) in the [Council's Equality Scheme](#) and in the introduction to the [Review of the ECSEDAP](#), and they have led to action plans that outline equality objectives, though some of those assessments need to be reviewed and updated. Details of those assessments, and of those services that are set to undertake EINAs in 2008, are outlined on page 45 of the [Review of the ECSEDAP](#). Further EINAs, for other services, will be scheduled for subsequent years. Engagement with stakeholders and staff has been, to varying degrees, an intrinsic part of the EINA process. ECSEDAG and the Directorate's Senior Leadership Team review all completed EINAs.

**Information and use of data/feedback:**

A team has been established within the Policy, Planning and Systems section of the Directorate with responsibility for leading and managing information gathering monitoring and action planning. This process is well established in respect of national and local indicators. The process for ensuring a co-ordinated approach that informs all aspects of the Children and Young People's Strategic Partnership is set out on page 75 of the [Children and Young People's Plan 2006-2009](#).

An experienced team of staff collect and collate the partnership data through sub groups that feed into the Strategic Partnership. Evidence of the impact of the resulting action plans is summarised under the key priorities and the Every Child Matters outcomes at the start of the [2007/08 Action Plans](#). An integral part of the information gathering and the views of the different groups is the role of the sub group, 'Making a Positive Contribution'. This captures the voice of children, young people and their families including the role of advocates for vulnerable groups.

The [Joint Area Review](#), in which ECS received the highest possible rating (four stars), and the [2007 APA](#) recognised the impact of action plans and the quality of involvement and consultation with users particularly for children with disabilities and learning difficulties and those from ethnic minority backgrounds. The impact of the Children and Young People's Plan is monitored through the Overview and Scrutiny Committee Education and Children's Services are judged to be outstanding overall by OFSTED.

Some services, e.g. Cultural Services and Specialist Children's Services, routinely gather information about users, which then informs service provision, e.g. the Active People's Survey which is informing sports programmes and funding bids. We will ensure that all public-facing services routinely gather user-data re service users against each of the six equality strands, with a pilot within Cultural Services. Full training will be given to staff. Connexions already monitor client information against the strands. Pupil data – including gender, ethnicity and age – is collected on a termly census basis. In May/June 2007, the 'Tellus' surveys of primary and secondary school pupils collected their opinions of services provided against all five

outcomes of the ECM framework. School exam results are routinely analysed against ethnicity, which has led to specific actions in the CYPP, for example to boost BME boys' achievement. Schools and ECS regularly monitor racial incidents and take action where needed to address the issues.

### **Procurement:**

Within adult and community learning, equality and diversity impact measures are agreed annually with the Learning and Skills Council. These are reflected in provider contracts. Programmes are specifically developed to target vulnerable or underrepresented groups working with the Council for Voluntary Service and Ethnic Minority Advocacy Group. Where contracts have been in place prior to the establishment of equality targets, as is the case with the operation of Pools on the Park, terms have been re-negotiated to include the collection and provision of management information on participation.

Client side monitoring data is a key component of all contracts with service delivery closely linked to outcomes in terms of participation and achievement of specific groups.

Complaints procedures have been revised to provide for client referral to the Council.

Quality criteria for contracts include the recruitment and training of staff. This is monitored under the Adult Community Learning and connexions contracts through observation of professional practice and training development records. Within adult and community learning, equality and diversity impact measures are agreed annually with the Learning and Skills Council. These are reflected in provider contracts. Programmes are specifically developed to target vulnerable or underrepresented groups working with the Council for Voluntary Service and Ethnic Minority Advocacy Group.

Where contracts have been in place prior to the establishment of equality targets, as is the case with the operation of Pools on the Park, terms have been re-negotiated to include the collection and provision of management information on participation. There are many examples of procurement contracts, which include compliance clauses within the building and development section of the Directorate. All building projects must be DDA compliant and the work on Building Schools for the Future sets a vision to ensure it meets aspirations for excellence in terms of equality and diversity. The core Children's Centres are being developed in priority neighbourhoods with bespoke services commissioned and contracted at local level for local communities with a specific focus on race, gender, disability and faith.

Other contracted services such as the School Meals contract contain the appropriate clauses on the diet requirements for faith and ethnic minority groups, as specified within the national standards.

### **Other service improvements and achievements include:**

- Excellent work with Traveller community in Hampton. A programme is run jointly in the Community centre on the Hampton Traveller site in conjunction with Hampton Community College. The aim is to improve attendance and retain young people in education for as long as possible. Attendance has improved for both key stages 3 and 4 and young people have become

involved in extra curricular activities such as art activities, youth participation work and outings.

- In 2004, joint funding was secured from RHP and the Adult College to provide the Community Centre for the Traveller site in Hampton. The Community Centre provides the venue for adult classes and early year's classes. The centre is also available for all communities to use. Adult classes include a family learning class to counteract adults' negative perceptions of formal education when they were young.
- This is a good example of effective multi agency working, which is enabled through the Traveller Outreach steering group, which meets on a termly basis.
- High standards are maintained and any gaps in performance between minority ethnic groups are being successfully eradicated; and other vulnerable groups achieve very well.
- Recreational, cultural and leisure facilities are wide ranging, imaginative and accessible. They demonstrably meet the needs, wishes and diverse interests of most children and young people and consequently are used very well.
- Harassment and bullying survey undertaken in all schools in 2007. A strategic group has been established to take forward the results of the audit. A series of workshops and focus groups have been set up by the strategic group, in order to ensure that actions and programmes developed have a real impact with vulnerable groups.
- Health Education and Art group for young mothers under 25, particularly targeted at teenage mothers, to help build their confidence and skills development.
- Young Carers service started in 2004. Outcomes achieved include, improvements in levels of confidence and social skills.
- Swimming development programme for young people with learning difficulties and disabilities.
- Network childminders provide a link for a child with special needs whose mother has English as a second language. The aim is to help mothers gain better knowledge about services available and access to them.
- Group work for looked after young women to support young women who have been in difficult and sometimes abusive relationships
- Self esteem through sports is a programme targeted at students who are at risk of exclusion and offending
- Castlenau Family Learning project on the Castlenau estate has succeeded in improving the participation of BME families in school and community events. This project work is now being extended through the Community development network to 4 other areas of the borough. English as an Additional Language ( EAL ) friendship groups have now been extended to other areas of the borough. These enable better access to knowledge about services for BME families in social housing.
- Hawk Business Academy programme for 16-18 year olds. Connexions provide new intakes for this programme.
- Connexions programme have run successful multi media projects for young adults, including the production of a video depicting the experiences of African Caribbean young people in Richmond schools. These have been used in training programmes for teachers.
- Connexions have also successfully been involved in a number of joint projects with schools and youth services in successive Black History month projects including music, theatre and other arts events.
- Arts services have run specific exhibitions to celebrate the work of disabled artists and artists from BME backgrounds.

- Race equality handbook for schools produced in 2004 and regular equality conferences are held for education and social care staff.

**Further details are contained in the directorate's equality action plan 2007-2009 and supporting evidence.**

#### **Areas for further development**

- Further improvement in the data collection for some services, particularly related to faith and sexual orientation. This is particularly challenging for a range of cultural services programmes.
- Further development of the EINA process, particularly in large services, such as sport and the Integrated Youth Support Services.
- Improve the percentage of staff disclosing personal data, particularly temporary and part time staff.
- Continue to promote recruitment of staff and the collection of equalities data in schools to ensure the workforce is more reflective of the pupil population.

## **FINANCE AND CORPORATE SERVICES**

### **AREAS OF STRENGTH**

F&CS Equality & Diversity Steering Group was set up in 2005 and is chaired by the Director of FCS. There is good representation from all service areas on the equality and diversity steering group. This group helps to drive and co-ordinate equality and diversity work in the directorate. The group meets on a regular basis. The directorate also has an equality and diversity web page which keeps all members of staff informed of work being undertaken at corporate and directorate levels. EINAs are regularly monitored and evaluated by the steering group.

### **Training**

In July 2005 the equality and diversity steering group lead for F&CS collaborated with the Council's Organizational Human Resources Development Department (OHRD) with the aim of pioneering and piloting an equality and diversity training program for staff working within F&CS directorate. The aim of the workshop was to enable participants to recognise the benefits of valuing and respecting difference, to introduce the concept of equality & diversity, to show how it relates to fairness and equality, and introduce the staff to effective tools for resolving issues of difference.

As a result of this collaboration in December 2005 the first pilot of [Rich Mix Module 1](#) was rolled out to 20 F&CS staff members. The last training session for the F&CS directorate was completed in July 2006. All staff and managers within this directorate have now undergone this mandatory training. The Rich Mix program is now being rolled out within other directorates across the Council.

In July 2006 Rich Mix Module 2/3 combined for all F&CS managers was rolled out. The last management training session was completed in October 2006. All managers within F&CS have now undertaking this training.

### **Communication & Accessibility of Services**

- Equality & Diversity progress updates from the F&CS Equality & Diversity Steering Group is communicated to staff as and when necessary via the directorate's quarterly Just Facts electronic newsletter.

### **In Revenue & Benefits**

- For hearing impaired customers Type Talk is now used, a hearing loop has been installed in the Atrium and a minicom facility is in place as an alternative to using the call centre telephones.
- New and additional ID cards for all staff visiting customers at their homes have been produced to include large photo, large typeface information, Braille.
- A standard letter has been produced in each community language covering the minimum basic information necessary to ensure that the customer know the purpose of visiting officers.
- Training sessions have been set up for visiting staff officers to raise awareness of issues and language translation services.
- Interview rooms in the Atrium of Civic Centre have been updated to ensure physically impaired customers have easy access to these rooms.

### **On Line Services (within Revenue & Benefits Service Area)**

- In line with the RIO launch in September 2006 a "[Staff Support Group](#)" comments box was introduced on the F&CS Equality and Diversity web page whereby any member of staff within the Council could send an e-mail directly to the Equality & Diversity F&CS Steering Group. A member of the steering group would then e-mail back information to the sender directly and anonymously. This comments box is now regularly monitored by a member of the E&D F&CS Steering Group.
- The new site was built to conform to national website standards for accessibility and usability. E-Government is continually updating and revising both the intranet and internet web pages to ensure information is as current and user friendly as possible for both internal and external customers.
- New pages for the Learning Disability Service have been published – see hyperlink here [http://www.richmond.gov.uk/learning\\_disability\\_service.htm](http://www.richmond.gov.uk/learning_disability_service.htm) for further details.
- The navigation uses graphics familiar to people with learning disabilities and easy to read content E-Government worked very closely with two web editors working in the Learning Difficulties Service. They put a tremendous amount of effort into consulting both colleagues and their user group – and then developing the written content. Special templates were designed and built in some special features into the pages (resizable text, back and home buttons, simplified navigation).

### **Actions arising from EINA undertaken in 'front office' areas of Revenues and Benefits:**

(Atrium area, Call Centre & Toilet Facilities)

- Queue ticketing has been installed and has helped considerably to ensure that customers are seen in the order in which they arrive.
- A "Quick Help" system has been implemented for visitors who only need to hand in forms or have documents copied.
- The Call Centre telephony system has now been upgraded.
- More resources (4 staff plus cover at all times) have now been implemented in the Call Centre.

- The public toilets, disabled toilet and baby changing facilities have been refurbished and brought up to an acceptable standard.
- Interview rooms have been upgraded to improve wheel chair accessibility.
- A thirst water point will be installed in the Children's play area shortly.
- All staff have now attended the first module of the Rich Mix Equality and Diversity training
- The group set up to spear head this EINA conducted a study based on the key factors of Age, Ethnicity, Disability, Religion and Sexual Orientation and their key findings were as follows:

Age – Deemed not an issue in itself but all front line staff and call centre staff are aware of the need to pace conversation to suit individual caller's needs.

Ethnicity – Access to interpreting services are organised as required if a visitor is of an ethnic background that does not use English as their first language.

Disability improvements for customers with:

- Visual impaired customers - Large computer screens in the Atrium, large print displays and copies of large print documentation have been implemented
- Hearing impaired customers – Type Talk is now used a hearing loop has been installed in the Atrium and a minicom facility is in place as an alternative to using the call centre telephones.
- Physically impaired customers – interview rooms have been updated to ensure easy access to these rooms.
- Customer surveys were conducted to gather up-to-date customer satisfaction data. An action plan is now been put together based on feedback collated from all data received.

Religion - Deemed not an issue in itself but very occasionally a visitor has been required by their religious belief to only speak to a male. In the interest of good customer care all front line staff are instructed to accede to this request.

Sexual Orientation - Deemed not an issue in itself as this has not been an issue with internal or external customers to date, but this is being kept under review

#### **“Out of Office” EINA resulting actions:**

(Implementing language translation for home visiting Rev. & Bens. officers)

Which has involved:

- New and additional ID cards for all visiting staff have been produced to include large photo, large typeface information, Braille and some information in most widely used community languages – all have been completed.
- A standard letter has been produced in each community language covering the minimum basic information necessary to ensure that the customer know the purpose of visiting officers

Training sessions have been set up for visiting staff officers to raise awareness of issues and language translation services – all have been completed.

#### **“Back Office” Initial EINA resulting action:**

An Initial Impact Needs Assessment revealed that further evidence was required from customers. Several surveys were conduct. The results of these surveys have now been collated. An action plan from these results is now being addressed.

ICT Clientside (within Revenue & Benefits Service Area)

- ICT is currently looking at ways to improve the support it provides to staff that use assistive information technology. In order to find out what sort of assistive technology is already being used in the Council ICT have devised an "Assistive Technology Survey" which they will be sending out to all Council staff this Spring in an effort to ensure that all users' needs are being met on a continual basis.
- Initial Impact Needs Assessment resulting actions for ICT services:
- A Staff Disability Action Group was held in August '07 and ICT are working on the issues raised to improve support for staff using IT assistive equipment.
- A web survey has been sent to all staff (Feb '08) to find out what equipment is being used and to pick up any problems that users are experiencing.

Guidelines on software accessibility considerations have been developed for those involved in procurement of new system applications.

E-Government Service area EINA resulting actions:

- EINAs were completed prior to the launch of the public website in June 2005 and the intranet (RIO) in September 2006. Both websites were built to conform with W3C WAI WCAG 1.0 Level AA, which recognise that website users are diverse and have a wide range of needs.
- Both these websites will not only present information but also provide online services through the use of interactive applications, e-forms and databases. Throughout the design and build process the Corporate Web Team ensure compliance with the accessibility and usability standards so that these features can be used by all users including for people using assistive technology – like screen readers and Braille readers as well as people with motility problems or learning difficulties and people with sight deficiencies like colour blindness.
- The Corporate Web Team keeps under continuous review the latest guidance around accessibility and usability, ensuring that it is compliant with the latest advice such as the COI's "Delivering inclusive web sites: user-centred accessibility" and the DRC and BSI PAS78: 2006 "Guide to good practice in commissioning accessible websites".
- All staff have attended module 1 of the Rich Mix Equality and Diversity training and the managers have attended module 2. They also have the necessary technical training to design and build to meet accessibility and usability standards.
- The Corporate Web Team does not rely only on automatic technical checking but includes live user testing and feedback from users to make website improvements. For example the pages for the Learning Disability Service have been published [http://www.richmond.gov.uk/learning\\_disability\\_service.htm](http://www.richmond.gov.uk/learning_disability_service.htm) The navigation uses graphics familiar to people with learning disabilities and easy to read content. The Corporate Web Team worked very closely with two web editors working in the Learning Difficulties Service, consulting both colleagues and their user group – and then developing the written content. Special templates were designed and built in some special features into the pages (resizable text, back and home buttons, simplified navigation).

Latest Development

In December 2007 work was completed to revise Richmond's accessibility policy to take account of PAS78.

#### In Legal & Electoral Services

- The reception area has now been refurbished and a hearing loop has been installed.

- All necessary arrangements are in place if a disabled customer requires access to Legal Services.
- All staff have now attended module 1 of the Rich Mix Equality and Diversity training and all managers have attended module 2.

### Internal Audit

- An initial Impact Needs Assessment was completed for Internal Audit
- E&D Action Plan arising from Post Audit Questionnaires sent to clients are now discussed as part of all opening meetings with clients. Any issues raised will continue to be reported to the F&CS E&D Steering Group on a quarterly basis.
- Equality and Diversity is a standard agenda item for discussion at all Internal Audit team meetings.
- Internal Audit staff with recruitment responsibilities attended a Recruitment and Selection refresher course in November 2007

### Payroll and Pensions

- Initial Impact Needs Assessment was completed. Partial EINA was identified.
- Monitoring and data collection of customer satisfaction surveys was conducted and is continuing. Data to date has not highlighted any need for action.
- Diversity maintained on team meeting agendas with topical issues and presented in varying styles (e.g. Sept was an equality quiz, October included discussion on a sex change article in a national newspaper).
- Within team meetings an "incidents procedure" agenda item is being addressed to ensure this area is covered. To date no incidents have needed to be monitored or recorded.
- Rich Mix training completed for all staff, enquiries being made on next stage.
- Payroll & Pensions Manager, Roy Roach, has attended Module 2 (for managers only) of Rich Mix training.

### Accountancy

- Initial Impact Needs Assessment was completed. No further action was deemed necessary at present. This will be reviewed annually.
- As Accountancy is mainly a support service and not a front line service any specific needs of colleagues for accessibility is currently covered by their manager as part of their working conditions. If contacted by a member of the public for translation of a public document, the use the corporate translation services are in place and all staff have been made aware of who to contact. To date no one has contacted them to request documents in a different language/format

### Areas requiring further development

#### Data Analysis

- We need to develop and improve how we use equalities information we have gathered via customer satisfaction surveys, feedback forms, application forms and consultation.
- We need to develop an access system where equality and diversity complaints and monitoring forms and information on how to report incidents (racial, harassment) are housed in one area for ease of access. At the moment forms are either buried within the HR section or with the Corporate Policy Unit section of

the Intranet. One possible solution would be to have all monitoring template forms and "how to" information on E & D issues clearly linked within the main F & CS Equality & Diversity web page. Information for the directorate as a whole could be collated in one area, within a limited access shared drive for instance, that managers and equality group representatives could monitor and utilise to scrutinise and identify areas that may require further action.

- We need to devise a better system in collaboration with HR in gaining access to monitoring information (such as sexual orientation, faith, gender, ethnicity and disability statistical information) gathered from interviews and staff exit questionnaires as currently managers are unable to generate equality action plans that may arise from these statistics as they are not easily available once sent to HR for central filing. As suggested above a possible interim solution could be to put this information on a restricted access drive that only managers would have access to with one central point/person in each department inputting this information on monthly basis.

#### Procurement

- We need to ensure that we have readdressed specific clauses in existing contracts with external contractors to ensure we are meeting the requirements laid out in Level 3 of the Equality Standard. The F&CS Equality and Diversity group are developing a questionnaire to be sent to all existing contractors in order to ensure that this action is addressed. Questionnaires will go to existing contractors in early February 2008 with a "signed and acceptance of our E&D guidelines" reply deadline of March 28<sup>th</sup> 2008 stipulated with all contractors.
- We also need to ensure we are monitoring our new and existing contractors on a regular basis to ensure contractors comply with equality clauses and targets, e.g. delivering equal employment, service delivery and acting fairly without unlawful discrimination.

**Updated 2007/08 FCS Equality and Diversity Action Plan and completed self assessment reports for levels 1-3 are available with supporting evidence on RIO.**

### **CHIEF EXECUTIVE'S OFFICE**

The Chief Executive's Office ( until 1.4.08 ) consists of Corporate Policy, Democratic Services, Performance and Business Improvement Unit and Human Resources.

CExO leads the strategic approach to equalities across the organisation and has therefore ensured that such commitments are included in the current Community Plan and Corporate Plan. The Corporate Equality and Diversity manager provides advice and helps to co-ordinate the work of the two corporate equality groups ( SEEB and CEDG ) as well as the two equality partnerships and external equality scrutiny group. The Head of HR leads on the HR Equality Working group.

The detail work of HR is contained in part one of this report as is that of the corporate equalities function in Corporate policy. The equalities monitoring management information produced by HR is of a good standard and is on par with national best practice. The four staff support groups model also meets national best practice. The work of the equality partnerships and new external equality scrutiny group is also on par with national best practice. The Chair of the Race Equality Partnership was

invited to present the work of the REP at a CRE Race Equality conference in 2005. Domestic abuse work has also been recognised regionally.

The LSP ensures within its terms of reference that: *'equalities considerations are taken into account in all aspects of its work and the work of all its partnerships and sub groups.'*

The Community Plan states the following aim: *To build equalities into the core business planning of our different organisations and use the legislative framework to ensure all the borough's communities are treated equally and fairly by local businesses and services, both as users and employees.* The Plan states it will achieve this by:

- *Working with the voluntary and community sector to help local people from different backgrounds to have a voice in designing and improving local services.*
- *Share and use best practice in all our partner agencies to identify and address the impact of equalities on the way our services are delivered*

The Community Plan was published May 2007. Priority 1 concerns tackling disadvantage and recognises the factors that lead to disadvantage, much of which is concentrated in the five disadvantaged areas. Priority 7 relates to improving access and participation and there are targets to improve accessibility of public buildings, transport and access to health and outreach services.

The Community plan recognises that: a higher proportion of disabled people, black and minority ethnic groups, lone parents and older people live in the 5 disadvantaged areas. A complex mix of factors can prevent some from these groups realising and exploiting their full potential. These can include:

The long-term effects of discrimination

Information often not easily accessible because of language, culture or disability

Local services and amenities not easily accessible to certain groups because of language, culture or disability

A lack of affordable childcare and child-friendly policies

Limited accessible and affordable transport.

The CPA recommendations in relation to the above are noted in part one of this report and will be led by the new AD Commissioning Policy and Strategy in Adults and Communities from April 2008.

An EINA was carried out on the consultation process used to develop the Community Plan and an EINA has been completed on the Community Plan itself and the results will feed into the refresh/annual review.

Corporate Policy also leads on the LPSA target for increasing the numbers of disabled people in work, voluntary work and numbers employed by the LBRuT. As at 30 Sept 2007 3 of the 4 elements were on track to meet the targets:

- As part of this work, we have also initiated partnership work with Sutton to encourage the employment of disabled people and Adult Services has committed to employ 10 additional people as a result.
- Power Employment have agreed a protocol which sets out how they will support managers employing disabled people.

- We are developing a checklist for local businesses as part of work with Jobcentre Plus to get more “two ticks” employers in the borough.
- HR policies amended.
- Inclusion of issues relating to employment, training and education now to be included on care assessment forms

Corporate Policy has also led on Richmond Works and an EINA undertaken resulted in the following actions:

- the need to address the requirements of disabled staff and customers in the building redesign and in relation to home working. The Staff Disability Action Group has been consulted about proposals and will be actively involved in project planning.
- The Project Board are also alert to the needs of lower paid staff (mostly women) with regard to providing equipment to work at home
- and to provide a multi-faith room in the re-developed buildings to meet the faith needs of staff.

### Community Safety Team

CS carried out the EINA on the Community Safety Partnership. This demonstrated that certain groups are affected by crime/fear of crime more than others. Most notably BME groups and the LGBT community by hate crime and older people by fear of crime.

The third party reporting scheme for hate crime is currently being reviewed. CS also worked with the police to facilitate the LGBT forum.

CS are planning outreach sessions to venues where older people are more likely to be found (e.g. day centres, groups for the elderly) and include the message about their relative victimisation in the presentations. With regards to distraction burglaries, where the elderly are more likely to be the targets, the work to get over crime prevention messages is being planned in a way that empowers older people rather than terrifies them.

CS have appointed a domestic abuse coordinator to work with women and men dealing with this crime and with the voluntary sector to continue our coordinated work to assist victims. Domestic abuse work which has been recognised regionally

### **Performance and Business Improvement Unit**

The Performance and Business Improvement Unit has progressed the Council’s equalities agenda through their leadership on consultation and the corporate performance management system

The detail of work in relation to consultation is contained in part one of this report.

The Council has developed a framework for performance management to ensure that priorities are identified and delivered. This framework identifies how priorities in the Community Plan are translated into the corporate and service plans and thence to individual objectives. Performance is monitored through quarterly and annual reporting against objectives and in the annual staff appraisal.

A framework has been agreed for performance management. Guidance is published on performance management including service planning. This guidance is updated regularly and includes a section covering equalities:

“The statutory obligations in relation to equalities and the Council policy must be reflected in all service plans. Managers are required to consider whether there are any diversity or equalities implications for each of the objectives in the service plan. In particular they should assess whether there are implications in terms of accessibility to services or differential uptake. Any intentions to develop a new policy or change an existing policy requires that an Equalities Impact Needs Assessment (EINA) is carried out, carrying out an EINA, implementing findings from an EINA should also be included.

In considering accessibility and take up of services you should monitor take up by ethnicity, disability, gender etc. to assess whether services are accessible and used equally. Similarly you should use the results of any consultation used to determine the satisfaction levels of different groups within the community.

Where evidence suggests that there is differential access and uptake of services you should have a specific service objective and action in your plan setting out how you intend to make the service accessible to all.”

The main section within service plans is a table listing objectives and actions for achieving them. This table includes a column to identify the equalities and diversity impact related to the objective:

Service plans include the equalities/diversity issues that relate to each objective. This is then used in planning implementation of actions.

Compliance issues have arisen and managers will be reminded for 2008/09 that the format is not discretionary and it will be ‘policed’.

### **Democratic Services**

Democratic Services has the responsibility for promoting, co-ordinating and managing the democratic process by providing services, support and advice to Councillors and the public. Given our role, and the Council’s commitment to community engagement, public access to meetings and decision-making is our most pressing priority. First of all we took steps to raise awareness of equality and diversity issues and standards amongst managers and staff. All managers and most staff have now attended the Council’s Richmix training programme.

Democratic Services has set equalities/diversity targets in its Service Plan for 2007/08 and these include completion of an EINA on key aspects of our service.

### **Public Access to Meetings and Decision-making**

Agenda and minutes for Council meetings are available in community languages on demand. We also include advice on how to obtain reports in different formats on all Agenda. Copies of Agenda can also be provided in Braille for the visually impaired. Managers and staff are aware of the procedure for providing interpreters at meetings.

A note has been added to Agenda advising people with hearing difficulties that infra-red hearing systems have been fitted into meeting rooms in York House, with neck loops and headsets available at Reception.

Report templates for Cabinet, Committee and Council meetings have an Equalities Impact paragraph which has to be considered and completed by report authors so that decisions are properly informed by relevant considerations.

### Participation and Access

Once this preliminary step had been completed we turned our attention to what more we could do to make our functions fully accessible. In the first instance the work concentrated on access and participation in democratic processes; consultation arrangements; training arrangements; and events' management. Our preparatory work on application for the Charter Mark included a customer survey which addressed equalities and diversity issues.

All the meeting rooms which are used by Councilors for meetings involving the public meet DDA minimum requirements in terms of disability access. York House, where the majority of meetings are held, is a Grade II listed building so there is limited scope for adaptations to improve physical access. Nevertheless, improvements to the main entrance currently in hand include a ramped wheelchair access.

Despite the physical barriers to access, we have made reasonable adjustments to the way in which we carry out the public service aspects of our work. Meetings which involve members of the public are always held on the ground floor of York House because of the restrictive access to the first floor due to the stairs and the lift which is currently out of order.

Area Consultation Meetings (ACMs) are also held in buildings which are DDA compliant. An audit was carried out to establish which public buildings could be used for ACMs as a way of increasing participation in meetings; this took into account the requirements of people with disabilities.

A leaflet entitled "*Over to You*" has been published with advice to the public on how to participate in the democratic process in terms of asking questions at meetings, making representations, presenting petitions etc. This covers meetings of the Council, Cabinet, Overview and Scrutiny Committees, and Planning and Regulatory Committees. Details are also included on the Democratic Services web pages.

However, for the Council's ACMs, we have taken this a step further. Advertisements are placed in the local press as well as the Council's Arcadia publication giving details of meetings and inviting local people to come and meet their Councilors. Posters are displayed on community notice boards publicising meetings. Local community groups are sent details of forthcoming meetings and posters are distributed by Councilors to residents in their wards.

Some of the Council's scrutiny investigations have touched on equality and diversity e.g. the current review of the statement process for children with special education needs where the fieldwork has involved a questionnaire survey of several hundred parents of children with special needs. All future scrutiny reviews will consider the equalities implications and we will ensure that this is designed into the scoping process for each review e.g. under-achievement amongst white working class school children.

Mayoral events organised by the Council are held in venues which are accessible to the public.

## Future Action

Building on our achievements so far we intend to raise our game by carrying out an EINA which is expected to include:

- mapping the different categories of people who use our services e.g. public attending Council meetings, witnesses appearing at meetings of overview and scrutiny committees, guests at Mayoral functions etc.
- surveying a sample of them to collect equalities monitoring information to inform future planning and to build this into an Action Plan that helps to improve their customer experience.
- targeting the public attending the spring round of ACMs with questions specifically designed to gather their views on how accessible the meetings are in the eyes of local communities.
- carrying out user surveys of witnesses attending meetings of the Council's overview and scrutiny committees as witnesses, with a focus on equality and diversity issues.
- reviewing procedures for the appointment of co-opted members of overview and scrutiny committees and independent members of the standards committee to ensure that appointments procedures are non-discriminatory and capable of achieving a balanced and representative group.
- organising "surgeries" for report authors on how to write concise reports using plain language and how to address the equality issues in the report template. ensuring that the scoping of scrutiny investigations includes equality and diversity issues.

**Complete self assessment report with evidence for Chief Exec's Office is available on RIO. Further detail on equality objectives is also contained in service plans for the directorate.**

**Areas for further development include:**

- Review of Democratic Services activities to improve access.
- Using Corporate Plan priority of tackling Disadvantage and Promoting equalities to further embed performance management of equality objectives and outcomes as part of mainstream performance management
- Complete communications EINA to ensure we communicate council news and information in the most effective way
- CPA recommendations in relation to disadvantage and equality; community cohesion, inclusion and equalities, to be led by Adults and Communities directorate, which will lead on Community Engagement, inclusion and Equalities from 1.4.08.
- CPA recommendation in relation to Community engagement and consultation generally (some very good work has been achieved here but we need to draw together initiatives and ensure engagement of all communities). As above this will be led by Adults and Communities from 1.4.08.

## **ENVIRONMENT SERVICES**

**Strengths include:**

- Range of EINAs completed

- Wide range of consultations regularly carried out and consultation guidance and support in place
- Strong approach to service planning and performance management
- Broad portfolio of initiatives to meet identified equalities needs
- Lead involvement in corporate priority to target areas of relative deprivation
- Effective internal communication e.g through regular open all staff Q&A meetings
- Have held management forums on equality and diversity led by the Director
- Directorate guide on consultation

The Environment Directorate manages a wide range of services that benefit all residents of the borough and its many businesses and visitors (list of services attached). We also manage the Council's Property Services that support the operation of whole organisation. We are committed to providing accessible services that meet the needs of our many different communities and to a workforce that reflects their diversity. Our commitments and our actions for 2007-2010 are set out in the Environment Equality and Diversity Action Plan.

We consult with a wide range of stakeholders and gather data in a variety of ways to ensure we understand the needs of our users when designing, providing and improving these services. We have provided guidance and support for Environment services in consultation.

We have a strong emphasis on communicating with staff. In addition to an internal communications programme/ team meetings and supervision regular open staff meetings are held where all staff can discuss key issues directly with senior managers. An Environment Leadership team of 30 plus managers and other key officers reinforces commitment and provides support to staff.

We have a robust approach to Service Planning and Performance Management that ensures that equalities issues are identified and actioned.


We have a comprehensive programme of Equality Impact Needs Assessments (EINAs) tackling priority services first and important new policy initiatives.

We encouraged our staff to be amongst the first to benefit from the corporate equality training programme "The Rich Mix" and managers are currently participating in a further module.

Through these actions we have developed a broad portfolio of initiatives to meet identified equality needs.

Environment has had an Equality and Diversity working group since 2005 ( EEDG) which is chaired by the Director. EEDG is a source of information, advice and guidance for staff regarding EINAs and equality and diversity issues. The group monitors and evaluates all EINAs undertaken in the directorate.

The directorate has led on corporate Procurement. The section adapted a Procurement and Equalities guide which was originally produced by LB Croydon. Further developments in corporate Procurement will be led by the new Adults and Communities directorate from 1.4.08.

A review of Environment contracts has been carried out and training for Environment managers undertaken at a [Managers Forum](#)  (MS PowerPoint, 118KB).

## **Local Development Framework**

The Council's emerging LDF includes equality of opportunity as a key objective and in particular includes a range of policies dealing with affordable housing, employment and training and leisure. It aims to reduce social exclusion through provision at a local level so that it is accessible to people without cars (see CP13). It includes proposals for the disadvantaged areas including provision of children's centres, improvements to local shopping areas and improvements to public transport.

Within the disadvantaged areas there has been considerable investment in improving parks and open spaces and highway improvements aimed at local safety. These have been complemented by on-going work through such as the Area Champions (there is one for each Ward) who work with Community Development Officers and other partners to identify issues affecting the street scene such as graffiti removal, overgrown vegetation, signage maintenance, recycling and parks and open space improvements. These issues are blitzed through a 'Green, Safe and Clean' week. The Council also takes part in the London wide 100 day clean up with the aim of involving local people in improving their area and last year this focussed on Heathfield.

Finally in the longer-term the Council has approved £2.0m to fund environmental improvements within the disadvantaged areas – there will be a 3 year programme which will concentrate on the key public spaces, including the local shopping centres, with the aim of both improving the appearance of the areas and encouraging increased investment by then local retailers.

## **Property Strategy for Voluntary and Community Use**

In November 2005, the Directorate published a Property Strategy for Voluntary and Community Use of Council-owned Property. It is well known that property, or at least, the right sort of property, can be difficult to find and even more difficult for many community groups to secure, given that commercial landlords tend to view voluntary agencies as something of a financial "risk". The purpose of the strategy is to develop policies, practices and actions that are clear and well communicated to those involved, with a view to achieving maximum usage and community gain from our scarce property resource. Consultation with existing tenants and with the key strategic voluntary and community organisations guided development of the strategy. Voluntary and community groups make use of Council-owned property or managed buildings as tenants with leases or under a licence arrangement. In most cases the full value of the annual rent is determined for notional purposes only and the tenants enjoy full or part-rent rebate, depending on the individually negotiated terms.

The directorate has many examples of using consultation for service planning and improvement. The directorate has also produced a service specific consultation guide and has a dedicated Consultation officer.

The directorate leads on the BVPI Access to public buildings target. These are contained in part one of this report and the detail can be found in the self assessment reports levels 1-3 for the directorate.

The Directorate's equality action plan contains access objectives for example width improvements to footways in Richmond Town Centre, an issue raised by community groups.

Other examples of work arising from feedback from disabled people include:

Shopmobility and improvements to corporate buildings with RAID and VISOR

[Advertising -Board policy with disability group](#)  
**Transport and Highways Schemes**

There are a number of ongoing initiatives in this area including:

'SitStop' ( see [www.sitstop.co.uk](http://www.sitstop.co.uk) ) project with local disabled people. This is a scheme to provide more seats for people around the Borough and came about as a result of a coffeehouse challenge initiated by the Royal Society of Arts. The group met with staff from Environment and as a result are planning a launch of the scheme with about 6 local ( Twickenham ) shops displaying a special logo, inviting people a seat whilst out and about. We hope to have a press release and then for other shops and businesses to join in.

### **Bus Stop Accessibility**

The Council undertakes improvement to around 20 bus stops each year to meet DDA (1995) requirements as part of DDA and a further 20 as part of other schemes focusing on specific routes or areas.

Each scheme looks at the local area to:

- improve kerb heights, be it dropped kerbs with tactile paving at crossings/junctions or raising kerbs to reduce the step from the footway to a bus door at bus stops
- resurfacing the footways to remove any potential trip hazards.

### **Station Access and Interchange Improvement**

We have recently undertaken projects at Barnes and Mortlake Stations to improve the

- provision of level surfaces
- reduction/removal of street clutter on pedestrian desired lines where possible
- safer crossing points
- easy access to other modes of transport (pick-up/drop-off areas and bus stops),
- improved lighting and any potential security improvements.

A similar project is planned for Hampton Wick in summer 2008.

Consultation for each scheme includes all the key stakeholders, such as London Buses, Emergency Services and service operators, but has not in the past received much input from local disabled groups.

We have invited representatives of a number of disability groups to participate in the Transport Management Liaison Group to ensure their needs are fully considered in the early stages of new projects and to influence attitudes towards mobility within London Borough of Richmond upon Thames

### **Community Toilet Scheme**

The Council's groundbreaking Community Toilet Scheme is a national first and has received significant interest from other Council's looking to emulate the good work of Richmond Council.

Under the scheme, the Council works in partnership with local businesses to provide more access to clean and safe toilets around the borough. There are currently 65 members of the scheme operating across most of the borough, this is in addition to the existing public and automatic toilets.

Importantly, over a quarter of the venues offer baby changing facilities and over a third provide wheelchair accessible toilets.

Participants display a sticker in their window to show that you can use the toilet free of charge during their opening hours.

The Council has won praise from [Phil Woolas](#), MP for Local Government, for the pioneering Community Toilet Scheme.

The minister backed the initiative when setting out a national strategy for public toilet provision at a seminar run by the British Toilet Association in July 2006.

[Mr Woolas](#) said: "Society avoids talking about public toilets – but there are the serious issues of social inclusion and economic prosperity behind the toilet humour.

"There is real public concern about the difficulty in finding a quality facility and this is especially important in terms of tourism and for parents and elderly people.

Results from EINAs undertaken include:

- Improvements to services provided by cemeteries for different faiths
- Improvements to waste and recycling services for disabled people

Access to our services has always been of paramount importance and further examples of where we have brought about improvements are:

**Waste & Recycling Service** – the Council requires refuse and recycling to be placed on the boundary of the property (kerbside collection) so that it is visible and easily accessible to collectors. Residents who have a permanent or temporary disability, that may make this difficult or impossible, can request and receive an Assisted Collection, i.e. refuse and recycling collected from outside their front door or other agreed location on their property that is easier for them.

**Special Collections of Bulky Domestic Waste** – this is a chargeable service to residents but people over 60, with disabilities, or in receipt of unemployment benefit, can have four collections of up to five items in any one year free of charge.

**Customer Service Centre (Contact Centre)** – the Directorate set up and launched the Customer Service Centre in July 2005 acting as the first point of contact for customers requiring Waste and Recycling services, and Planning Services initially. Since its launch additional Environment services have been added including Parks & Open Spaces, Street Lighting, Highways Management and Transport Planning. (The Centre transferred to Finance and Corporate Services in June 2007 following a Council re-structure. One major objective of the Centre was, and is, to resolve as many enquiries as possible at the first point of contact. Aside from being able to answer customers' queries, the Centre has the ability to take information over the telephone and complete and submit application forms that require back-office

attention (e.g. bulky domestic waste collection requests), take credit/debit card payments, submit defect reports, and by using a Customer Relationship Management database can hold historical information about customer contact online. Whilst the Centre delivers a far more efficient service to customers, it is of particular value to those with mobility problems, learning disabilities, or those for whom English is a second language.








**Planning Applications Online** – whilst this is part of our programme of continuous improvement in making services available by the customer's preferred access channel, the ability to submit or view applications and representations online is of particular benefit to those with mobility problems, or visual impairments (and use screen reading software), who may have difficulty in accessing these services by personal visit.

**Chartermark** – the Environment Directorate introduced the concept of Chartermark accreditation to the authority and this was subsequently adopted by the Executive Board as an essential quality accreditation for all front line service. Chartermark is about customer care including engagement with customers, service improvements as a direct result of consultation and feedback, community involvement, and these are tested by an external assessment. Environment services were the first to achieve accreditation and the following have all achieved accreditation: Cemeteries Service, Registration Service, Consumer Protection (Licensing, Trading Standards, Environmental Health) Commercial Services, Planning and Building Control, Waste and Recycling, Customer Services (now part of Finance and Corporate Services).






**Employment of People with Learning Disabilities** – the Directorate has demonstrated a positive commitment to the employment of people with learning difficulties: prior to the Corporate re-structure there were four members of staff with learning difficulties in the Directorate and now there are two.

**Redeployment and Re-training of Employees who become Disabled in the course of their work** – the Directorate has a good record of finding employment opportunities and re-training staff who have become disabled in the course of their work, e.g. back problems caused by lifting refuse bags/bins etc.

#### ***EINAs undertaken from 2002 – 2006***

- ❖ [Parking](#)  (MS Word, 42KB)
- ❖ [Environment Restructuring](#)  (MS Word, 47KB)g - Richmond Works
- ❖ [Waste Management](#)  (MS Word, 54KB)
- ❖ [Waste EINA Action Plan](#)  (MS Word, 130KB)
- ❖ [EINA Report - Transport Policy](#)  (MS Word, 52KB)
- ❖ [LIP Transport-Action Plan](#)  (MS Word, 365KB)
- ❖ [Property Restructuring Outsourcing](#)  (MS Word, 30KB)


#### ***EINAs undertaken from 2006 – 2007***

- ❖ [Parking Enforcement](#)  (pdf, 89KB)
- ❖ [Registers](#)  (MS Word, 50KB)
- ❖ [Licensing Policy](#)  (MS Word, 51KB)
- ❖ [Consumer Protection \(Trading Standards, Commercial Environmental Health & Licensing\)](#)  (pdf, 24KB)
- ❖ [Cemeteries](#)  (MS Word, 62KB)

### **Planned EINAs for 2008:**

Local Development Frame Work  
RFU Match Day Station Access  
Sustainable Transport Strategy  
Parks Events Strategy  
Climate Change Strategy

The directorate performance management framework requires that rolling action plans are maintained for each service that take the results of survey and EINAs for example and turn them in to actions that are fed into Service Plans.

The [directorate's performance management framework](#)  (MS Word, 95KB) requires quarterly service reports to EDMT that include equalities actions. EDMT reviews progress on the E&DAP quarterly and equalities is a standing item on EDMT agendas. EEDG provides an overview of directorate performance.

**Further detail is available in the directorate's self assessment reports for levels 1-3 and the directorate equality action plan 2007-2008 and service plans.**

The directorate has identified a number of areas for further development including strengthening the quality of EINAs for example by having access to better data; more systematic use of consultation results and more equalities data from this and other sources; more consistent provisions within supply contracts at commissioning and stronger contract management.

#### **Areas for further development:**

- EINA actions limited by lack of quality data
- More systematic use needs to be made of consultation results and more equalities data obtained from this source
- Further training for managers in how to undertake equality monitoring analysis and how to effectively use equalities data
- More consistent provisions within supply contracts at commissioning and stronger contract management

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### **References for section D: Employment and Training**

<sup>i</sup> Equal Opportunities in Employment and Training 2007-2010

<sup>ii</sup> Workforce Equalities Report 2006-2007

<sup>iii</sup> [http://rio/home/resources/support\\_for\\_staff/support\\_groups.htm](http://rio/home/resources/support_for_staff/support_groups.htm)

<sup>iv</sup> Ascent programme objectives

<sup>v</sup>

[http://rio/home/at\\_work/information\\_for\\_managers/recruitment\\_of\\_staff/recruitment\\_and\\_selection\\_of\\_people\\_with\\_learning\\_disabilities.htm](http://rio/home/at_work/information_for_managers/recruitment_of_staff/recruitment_and_selection_of_people_with_learning_disabilities.htm)

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[http://rio/home/at\\_work/information\\_for\\_managers/anti\\_discrimination\\_harassment\\_and\\_bullying\\_adhb.htm](http://rio/home/at_work/information_for_managers/anti_discrimination_harassment_and_bullying_adhb.htm)