

DRAFT FOR CONSULTATION

Cheshire East Borough Council Single Equality Scheme 2010-2013

Appendix B

ACTION PLAN

Cross-cutting Equality Priorities	Council Actions	Outcomes	Lead	Time	RACE	DISABILITY	GENDER	AGE	SEXUAL ORIENTATION	RELIGION & BELIEF
1. Have a modern and diverse workforce	<p>Ensure the council understands its local labour market, the barriers equality groups face and the impact this has on achieving a diverse workforce.</p> <p>Decide how to best monitor religion/belief sexual orientation</p> <p>Develop our understanding of how the Council responds to the needs of Transgender staff</p> <p>Develop our understanding of how the Council responds to the needs of LGB staff</p>	Evidence base which can be utilised in service planning and improvements, policy reviews and impact assessments and to identify/target training needs	<p>Melanie Henniker HR Delivery</p> <p>Julie Davies HR Strategy</p> <p>Mathew Hebden HR Organisational Development</p> <p>Rosie Ottewill Hr Organisational Development and Training</p>	June 2011						

	<p>Develop a better understanding of why certain equality groups are less likely to apply for jobs within the Council.</p> <p>Ensure that all employment procedures comply with equality legislation and employment codes of practice</p> <p>Refresh existing staff diversity information incorporating information on identifying Disability, Sexual Orientation Religion or Belief, Age, Carer status and Transgender</p> <p>Collect data on the diversity of our workforce across different levels of seniority and apply action plans to address any identified disparities</p> <p>Identify disparities of pay between men and women within the council. Action plan of activity to address disadvantage. Continue regular monitoring</p>	<p>Monitoring systems where strand specific issues can be identified, assessed, actioned and logged.</p> <p>Evidence base in place to inform policy development and service planning in order that the Council can improve service delivery</p> <p>The ability to map workforce dynamics as well as having the ability to define the workforce by cultural demographics</p> <p>Will have addressed any disparity of pay for men and women</p>	Policy and Research Mgr	<p>Dec 2010</p> <p>Dec 2010</p> <p>June 2011</p> <p>July 2010</p>							
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	Promote the good gender equality practice within the Council									
	Review current procedures and develop a strategy to:	Appropriate targets for improving staff representation and profile in terms of equality at all levels within the organisation		June 2011						
	Increase % of BME Staff and into the top 5% of council earners									
	Increase % of staff who consider themselves disabled and into the top 5% of council earners									
	Increase % of women into the top 5% of council earners									
	Identify initiatives on how to increase the younger adult population into the council e.g. apprenticeships scheme work placements	Procedure in place that commits to equality of representation for certain groups that have historically been under-represented		June 2011						
	Understand the impact that the council is having in terms of up-skilling and addressing worklessness across different	A process that commits to equality of representation for certain groups that have been excluded		June 2011						

	disadvantaged groups giving consideration to white families and communities at risk of socio-economic exclusion.	under-represented and/or disadvantaged with consideration to white families and communities at risk of socio-economic exclusion		Dec 2010						
	Complete the Stonewall Workplace Equality Index and implement actions that come from this	Benchmark against good practice in employment and sexual orientation. It will include clear actions for ensuring that our employment policies promote equality and sexual orientation								
	Ensure a range of inclusive structures are in place to engage and involve staff before priorities are set.	Central point information, data, and support tools are shared across the Council, with staff in order to achieve equality outcomes	Julie Davies HR Strategy Policy and Research Mgr	Jan 2011						
	Develop a Council wide Learning and Development programme for equality and diversity	Equality and diversity training is embedded in the strategy for learning and development Increase in knowledge and competency of equality and diversity at all levels The Council delivers a range of learning and	Rosie Ottewill Hr Organisational Development and Training Policy and Research Mgr							







		development interventions to support Councillors and officers to deliver equality outcomes									
	Develop a range of activities to ensure our workforce continues to incorporate equality and diversity into everything that we do:	The councils workforce increases its understanding of the core issues and principles set out in the councils equality agenda	Julie Davies HR Strategy Policy and Research Mgr	Jan 2011							
	Development of a single equality network if considered to be a feasible and useful role	Equality and Diversity group with clear remit represents councils functions with committed membership	Policy and Research Mgr	June 2011							
	Raise the profile of carers and ensure that their specific requirements are considered and understood. e.g. flexible working	Monitoring systems where strand specific issues can be identified, assessed, actioned and logged.	Policy and Research Mgr	Jan 2011							
	Promote and implement workplace policies which support carers in their caring role	A range of activities have been undertaken to ensure that our workplace practices continue to increase our understanding and support for carers both within the council and throughout Cheshire East	Julie Davies HR Strategy	Jan 2011							
	Ensure equality and Diversity is embedded into the existing integrated appraisal tool	Integrated Appraisal Toolkit now includes social and economic inclusion to	Julie Davies HR Strategy	Dec 2010							

	Ensure that equality and diversity questions are appropriate within current appraisal tools	ensure equality and diversity issues are embedded into our appraisal processes	Policy and Research Mgr							
	Develop equality and diversity training specific to the differing needs of people within the Council and as identified by staff themselves	<p>Equality and diversity training is embedded in the strategy for learning and development</p> <p>Increase in knowledge and competency of equality and diversity at all levels</p> <p>The Council delivers a range of learning and development interventions to support Councillors and officers to deliver equality outcomes</p>	Julie Davies HR Strategy Policy and Research Mgr	Ongoing						
	Develop stakeholder groups to assist in E.I.A	Stakeholder Groups are instrumental in the EIA process ensuring actions are driven forward and barriers to completion are resolved.	Service Mgr Policy and Research Mgr	Jan 2011						
	Sustainable review and develop policy (stand alone or incorporated) that reflects our commitment to eliminate harassment and bullying	All equality policies reflect the council's commitment to the elimination of harassment and bullying. Publications and other	Julie Davies HR Strategy Policy and	Oct 2010						

		medias have also echoed this message.	Research Mgr							
	Deliver an employee consultation event on the Single Equality Scheme and Services	Evidence base in place to inform policy development and service planning in order that the Council can improve service delivery	Policy and Research Mgr	April 2010						
	Monitor staff by equality group to ascertain representation of those recruited, trained, promoted, disciplined and those that leave the Council.	Provide evidence base in place to inform monitoring development in order that the Council can increase the diversity of the workforce and to comply with equality duties and legislation.	Julie Davies HR Strategy Policy and Research Mgr	April 2011						
Cross-cutting Equality Priorities	Council Actions	Outcomes	Lead	Time	RACE	DISABILITY	GENDER	AGE	SEXUAL ORIENTATION	RELIGION & BELIEF
To foster community engagement and satisfaction	Develop a community engagement strategy. Attract and engage with Cheshire East communities to attend council events. Consider the profile of those	We will have improved access to services by ensuring our communication and consultation procedures are accessible Ability for all people in	Planning and Performance Mgr Policy & Research Mgr	Dec 2010 March 2011						

	<p>attending council events, who speaks at events and if there is under-representation.</p> <p>Develop equality and diversity communication to increase engagement.</p> <p>Ensure that local communities are consulted and/or engaged with appropriately about service planning and delivery. Invite all communities to participate in public consultation event to discuss and express their opinions</p> <p>Develop targeted marketing activities</p> <p>Single Equality Scheme prioritising EIAs and services</p> <p>Eradicating harassment bullying and hate crime</p>	<p>Cheshire East to engage with the council</p> <p>Improved access to services by providing information in clear language</p> <p>Evidence base which can be utilised in service planning and improvements, policy reviews and impact assessments and to identify any service short fall.</p> <p>Communicate to target groups that the council is listening.</p> <p>The Council will be providing leadership and influencing partners and delivery agencies to promote equality and diversity through the provision of excellent services and delivery</p>		<p>March 2011</p> <p>Ongoing</p> <p>Ongoing</p>							
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	<p>Ensure consultation Questionnaires are relevant to identifying short falls in service take up.</p> <p>Consider how to monitor the profile of equality and diversity in Cheshire East</p>	<p>Evidence base which can be utilised in service planning and improvements, policy reviews and impact assessments and to identify service needs</p>	<p>Service Mgrs</p> <p>Policy and Research Mgr</p>	<p>July 2010</p>						
	<p>Map all third sector/community groups who currently share working relationships with Cheshire East Council</p> <p>Work with the third and voluntary sectors and local communities to: Provide high-level strategic support and advice to the council on equality, diversity and inclusion issues</p> <p>Advise and inform the council on good practice models and to participate in the council's programmes and initiatives.</p>	<p>The council have a clear agenda with regards to reformulating and reinvigorating its relationships with the voluntary and community sectors</p> <p>The Council have demonstrated a commitment to promote equality through voluntary and community sector capacity building resulting in an expansion of knowledge and a shared understanding.</p>	<p>Partnership Mgr</p> <p>Juliet Blackburn</p>	<p>Dec 2010</p> <p>Ongoing</p>						
	<p>EIAs involve appropriate community and/or stakeholder groups and are made public</p>	<p>The Council have demonstrated a commitment to promote equality through voluntary</p>	<p>Service Mgr</p> <p>Policy and Research Mgr</p>	<p>Ongoing</p>						

		<p>and community sector capacity building resulting in an expansion of knowledge and a shared understanding.</p> <p>All EIA will be made available through Cheshire East's Intranet and website</p>								
	<p>Improve Gypsy/Travellers access to, and experiences of, services;</p> <p>develop and improve services so that services meet their needs;</p> <p>Break down service barriers by increasing understanding of their culture and issues they face; and</p> <p>Engage and involve Gypsy/Travellers and assess their needs</p> <p>Research with the community and voluntary sector the most appropriate ways of communicating with Gypsies</p>	<p>Gypsy and Travellers views and needs are taken into account at a strategic level</p> <p>Gypsies and Travellers have increased ability to access services including education and health, and leisure activities</p> <p>Service provision will be re-shaped to meet community need</p> <p>Service providers are aware of the size and location of the community</p> <p>Communication media assessed to best meet the needs of Gypsies and Travellers e.g. website, easy read, face to face</p>		June 2011						

	and Travellers and the appropriate medium.									
	To develop a framework for translation, interpreting and formatting information and literature	Improved access to services by providing information in differing formats and languages consistently and cost effectively		May 2010						
	Produce a series of published research reports to help inform the activity of the council and its wider stakeholders	<p>To support and improve our understanding of Cheshire East we have produced several reports.</p> <p>We have initiated work on understanding the economic inclusion/participation all the diverse groups within our borough and their experiences regarding support and services</p>	Partnership Mgr Juliet Blackburn	March 2011						
	Arrange and promote a public consultation event on the Single Equality Scheme and the services the council provides.	Delivered the data collected contributed towards the final draft SES and 3 year Action Plan	Partnership Mgr Juliet Blackburn	May 2010						
	Include carers as key stakeholders in the development of relevant policies	Carers are represented via equality and support groups that contribute to the decision making process of relevant policies, procedures and	Partnership Mgr Juliet Blackburn	Ongoing						

		services								
	The council to recognise the diversity of carers and design services around individual carer needs and to influence and support community care service providers and support organisations	<p>We have initiated work on understanding the social-economic inclusion and/or exclusion of carers.</p> <p>We will be able to understand the carers who are not benefiting from accessing programmes projects and enable us to addresses any gaps identified</p>	Partnership Mgr Juliet Blackburn	Ongoing						
	Explore with partners the sharing of resources and to under take consultation with the community	Central point information, data, and support tools are shared across the Council, with partners and communities of interest in order to achieve equality outcomes	Partnership Mgr Juliet Blackburn	Ongoing						
Cross-cutting Equality Priorities	Council Actions	Outcomes	Lead	Time	RACE	DISABILITY	GENDER	AGE	SEXUAL ORIENTATION	RELIGION & BELIEF
To have responsive services and excellent	Support Services to develop equality and diversity action plans leading to mainstreaming equality within	Systems are in place at corporate and service level to ensure the delivery, review and monitoring of	Service Mgrs Policy and Research Mgr	Ongoing						

customer care	service and business plans	the Council's services, procedures and equality agenda								
	Conduct EIA screening on all the policies practices and procedures and where required carry out full EIA's	The council has conducted a complete equality assessment screening process of all activities within the council which as resulted in full impact assessments. This as driven down equality issues and created a greater awareness and systematic need to change	Service Mgrs Policy and Research Mgr	June 2011						
	Ensure all future policies, practices and procedures undergo appropriate and proportionate EIA e.g. All will require EIA screening and where appropriate or adverse impact identified a full impact assessment	The council now has a much more developed approach towards the EIA process. All future activities going forward now have EIA screening and where appropriate full impact assessments are carried out, This means we are able to identify and provide mitigation for potential adverse impacts and use the process to improve the development and delivery of policies, procedures and services.	Service Mgrs Policy and Research Mgr	Ongoing						
	Develop and agree a strategy to monitor actions and to	Systems are in place at corporate and service level	Service Mgrs	June 2010						

	report on outcomes	to ensure the delivery, review and monitoring of the Council's services, procedures and equality agenda								
	Provide accurate and timely and accessible information about supports and services for carers throughout the different stages of caring	We have initiated work to understand the social-economic challenges faced by this particular group and produced a variety of information media, publications, consultations and events outlining actions the council are taking to address gaps and understand how to best support this group through its services.		Ongoing						
	Website development where shared partner information is accessible through a hosted Joint Strategy Needs Assessment website.	Central point information, data, and support tools are shared across the Council, with partners and communities of interest in order to achieve equality outcomes		Dec 2010						
	Review current performance management systems Measure equality outcomes against current service performance with emphasis on areas of possible exclusion or	Systems are in place at corporate and service level to ensure the delivery, review and monitoring of the Council's performance management procedures against the equality		March 2011						

	engagement of certain groups within Cheshire East	agenda								
	Develop ways of signposting Gypsies and Travellers to key supportive services, for example maternity and mental health services.	Gypsies and Travellers have a mechanism for having an influential voice and have increased ownership of services		Jun 2011						
Cross-cutting Equality Priorities	Council Actions	Outcomes	Lead	Time	RACE	DISABILITY	GENDER	AGE	SEXUAL ORIENTATION	RELIGION & BELIEF
To understand and know our community	Increase the awareness the Council has in understanding the reason for gaps in the data/intelligence	Evidence base in place to inform policy development and service planning in order that the Council can improve service delivery The ability to map communities of interest and need as well as having the ability to define communities by geography	Service Mgrs Policy and Research Mgr	June 2011						
	Raise the profile of carers within the council and Cheshire East	Clear actions for ensuring that our employment policies promote equality for carers. Carers are represented	Service Mgrs Policy and Research Mgr	Dec 2010						

		within the equality groups, and networks that assist in the councils decision making processes.									
	Plans to gather evidence on the profile of the councils communities, the extent of inequality and disadvantage within these communities and to identify priorities across the council	The ability to map communities of interest and need as well as having the ability to define communities by geography To commit resources to identified actions that will deliver positive outcomes to disadvantaged groups	Policy and Research Mgr	June 2011							
	Publish a series of research reports to help inform the activity of the council and its wider stakeholders	A planned programme of research is developed to identifying short falls in service development and/or delivery	Service Mgrs Policy and Research Mgr	June 2011							
	Review existing equality and diversity research to ascertain gaps in knowledge and initiate a planned programme of research to help fill any identified gaps	The council has an understanding of gaps in its knowledge The council is better aware of how equality and diversity impacts on Cheshire East	Policy and Research Mgr	Aug 2010							
	Improve the Councils knowledge of the boroughs diversity so that it informs and improves our work	Evidence base in place to inform policy development and service planning in order that the Council can improve service delivery	Service Mgrs Policy and Research Mgr	June 2011							













		The ability to map communities of interest and need as well as having the ability to define communities by geography									
	Map other disadvantaged groups develop an understanding that some white individuals, families and communities are at risk of disadvantage	A possible mechanism to identify social isolation and vulnerable groups and to look at the actual experience of people in their communities	Service Mgrs Policy and Research Mgr	June 2011							
	Consider commissioning a quality of Life and wellbeing Survey of Cheshire East	Evidence base in place to inform policy development and service planning in order that the Council can improve service delivery The ability to map communities of interest and need as well as having the ability to define communities by geography	Policy and Research Mgr	June 2011							
	Increase the awareness the Council has in understanding of the reason for gaps in the data/intelligence	Evidence base in place to inform policy development and service planning in order that the Council can improve service delivery	Policy and Research Mgr	June 2011							
	Ensure the council involves and consults with vulnerable and marginalised groups to	A possible mechanism to identify social isolation and vulnerable groups and to	Policy and Research Mgr	June 2011							

	ensure their views are taken account of	look at the actual experience of people in their communities								
	Develop Internal, external and partnership communication strategies that are designed to promote good relations across all local communities	The Council and partners will be demonstrating a commitment to promote equality through contracts, commissioning and partnership working arrangements	Policy and Research Mgr	Dec 2011						
Cross-cutting Equality Priorities	Council Actions	Outcomes	Lead	Time	RACE	DISABILITY	GENDER	AGE	SEXUAL ORIENTATION	RELIGION & BELIEF
To embed and promote equality within our Partnerships. Procurement and Commissioning	Website development where shared partner info is accessible through a hosted Joint Strategy Needs Assessment website	Central point information, data, and support tools are shared across the Council, with partners and communities of interest in order to achieve equality outcomes	Policy & Research Mgr	March 2010						
	Consult with Cheshire, Halton, Warrington Single Equality group	The Council and partners will be demonstrating a commitment to promote equality through contracts, commissioning and partnership working	Policy & Research Mgr	Ongoing						

		arrangements								
	Establish the Equality and Diversity structure within the council with responsibility for monitoring and reviewing any issue arising out of the equality agenda	Systems are in place at corporate and service level to ensure the delivery, review and monitoring of the Council's equality agenda	Service Mgrs	June 2010						
	Complete EFLG "Achieving Level Actions"	Council equality indicators agreed and embedded within the Council's performance framework	Service Mgrs	Nov 2012						
	Develop a sustainable procurement policy ensuring equality and diversity is reflected in policy and contractual agreements. Encourage and develop a more diverse supplier base. Ensure that procurement procedures and documents practice equality and diversity	The Council and partners will be demonstrating a commitment to promote equality through contracts, commissioning and partnership working arrangements	Procurement/ Commissioning Mgr David Wharton	March 2011						
	Appropriate mechanisms are in place to ensure that human rights considerations are identified when planning services.	The council have ensured that human rights issues have been considered with regards to assessing and amending policies,	Service Mgrs Policy & Research Mgr	Nov 2012						

		practices and services								
	All commissioning and procurement processes take account of equality issues. Contracts include a requirement to deliver an effective and appropriate service fairly and equitably.	Reassurance that the council is working with businesses that align with its own values Ensure that the council benefits from engaging and working with all businesses	Procurement/ Commissioning Mgr David Wharton	March 2011						
Cross-cutting Equality Priorities	Council Actions	Outcomes	Lead	Time	RACE	DISABILITY	GENDER	AGE	SEXUAL ORIENTATION	RELIGION & BELIEF
To have an effective performance framework and demonstrate continuous improvement and leadership	Identify individuals responsible within Directorates for progress on the SES and taking action forward	The Council will be providing leadership and influencing partners to promote equality and diversity through the provision of excellent services and delivery	Head of Policy and Performance Policy and Research Mgr	July 2010						
	Establish Equality champions group that has a clear remit; represents all council functions and understands community aspirations and has a committed membership focused on supporting the	Equality Champions are confident, skilled and fully understand the complexities and issues that the role entails	Head of Policy and Performance Policy and Research Mgr	Oct 2010						

	council's equality agenda.									
	A prioritised programme of Equality Impact Assessments (EIAs) is in place. All Council policies, strategies' and procedures to be impact assessed on an ongoing basis and published	Systems are in place at corporate and service level to ensure the delivery, review and monitoring of EIAs the Council's core policies procedures and services.	Head of Policy and Performance Policy and Research Mgr	July 2010						
	Support equality champions and Managers in the production of equality action plans, EIAs and mainstreaming equality through each service.	Appropriate training and briefings identified and delivered to equality champions	Head of Policy and Performance Policy and Research Mgr	June 2010	✓	✓	✓	✓	✓	✓
	To become an "Achieving Council" under the framework with areas of excellence within the next 3 years Arrange to Self Assessment of EFLG "Achieving Standard" against delivered outcomes Arrange for Peer Assessment of EFLG "Achieving Standard" against delivered outcomes	The Council will fully understand where it is in relation to equality and diversity and compliance with the EFLG, the CAA Framework and compliance with equality legislation. This information will enable the Council to identify areas of focus and improvement. This information will also enable the Council to benchmark and monitor/measure improvements effectively	Policy and Research Mgr	Nov 2012						

	Ensure Leader, portfolio holder (Performance & Capacity) chief executive and partners commit publicly to improving equality outcomes and can tell the equality story for their community	The Council will be providing leadership and influencing partners to promote equality and diversity through the provision of excellent services and delivery	Head of Policy and Performance Policy and Research Mgr	Nov 2010						
	Develop sustainable Community Strategy and Local Area Agreement and other partnership strategies and working arrangements. Local Strategic partnership Strategies have been reviewed with the voluntary and community sector and the community to deliver locally identified equality outcomes.	The Council and partners will be demonstrating a commitment to promote equality through policies and services, commissioning and partnership working arrangements with the voluntary and community sectors.	Head of Policy and Performance Policy and Research Mgr	Ongoing						
	Corporate and service level structures are in place to ensure delivery and review of the equalities agenda	Equality and diversity has a higher positive profile within the council who meet their statutory responsibilities as well as incorporating good practice Equality models	Head of Policy and Performance Policy and Research Mgr	July 2010	