

Single Equality & Inclusion Scheme Action Plan 2010 – 2013

Appendix B

SEIS Ref	Action	Lead	Action Deadline	Tasks
1.	Have a modern and diverse workforce			
	Ensure the council understands its local labour market	Head of Human Resources & Organisational Development	Sept 2011	Undertake a labour market profile for Cheshire East
	Ensure the Council understands its Workforce		Sept 2011	Undertake an employee survey to profile the Cheshire East Council Workforce
	Understand the barriers equality groups face and the impact this has on achieving a diverse workforce.		Sept 2011	Undertake a project to establish barriers in employment processes
	Monitor staff by equality group to ascertain representation of those recruited, trained, promoted, disciplined and those that leave the Council. Any employee grievances should also be monitored.		Sept 2011	Refresh existing staff monitoring incorporating information on identifying Disability, Sexual Orientation Religion or Belief, Age, Carer status and Transgender Develop an appropriate process for gathering this information
1.2	Identify disparities of pay between men and women within the council. Action plan activity to address disadvantage. Continue regular monitoring	Head of Human Resources & Organisational Development	Apr 2011	Carry out an equal pay audit and present findings.
	Promote good gender equality practice within the Council.		Apr 2011	Promote good gender equality practice
	Promote opportunities for men and women to develop careers in sectors where they are underrepresented		Apr 2011	Develop activities and awareness which look at and question traditional gender specific roles and create an environment of change
1.3	Develop recruitment policies and practices that will encourage a diverse workforce	Head of Human Resources & Organisational Development	June 2011	Carry out EIA on recruitment process and implement actions

				Ongoing monitoring and correlation of applicants to staff profile
	Maintain % of women in the top 5% of council earners		June 2011	Ensure appropriate targets for improving staff representation and profile in terms of equality at all levels within the organisation
	Increase overall % of BME Staff with the Council including into the top 5% of council earners		June 2011	Ensure the recruitment process addresses the need for reasonable adjustment and positive action
1.4	Identify initiatives on how to increase the younger adult population into the council e.g. apprenticeships scheme work placements	Head of Human Resources & Organisational Development	June 2010	Develop apprenticeship scheme and similar to increase young adult representation within the Council and to promote positive relations with the young adults of Cheshire East Develop an apprenticeship scheme, which encourages applications from under-represented groups
1.5	Develop our understanding of how the Council responds to the needs of LGB and Transgender staff	Head of Human Resources & Organisational Development	Sept 2011	Complete the Stonewall Workplace Equality Index and implement actions that come from this
1.6	Ensure a range of inclusive consultations are in place to engage and involve staff before priorities are set.	Head of Human Resources & Organisational Development	Mar 2011	Develop a central point of information and data, with support tools to share across the Council, with staff in order to achieve equality outcomes

1.7	Develop a Council wide Learning and Development programme for Equality and Inclusion	Head of Human Resources & Organisational Development		<p>Ensure Equality and Inclusion training is embedded in the strategy for learning and development</p> <p>Increase the knowledge and competency of Equality and Inclusion at all levels</p> <p>Ensure the Council delivers a range of learning and development interventions to support Councillors and officers to deliver equality outcomes</p>
1.8	Raise the profile of carers and ensure that their specific requirements are considered and understood. e.g. flexible working	Head of Human Resources & Organisational Development	Jan 2011	Monitor systems where strand specific issues can be identified, assessed, actioned and logged.
1.9	Promote and implement workplace policies which support carers in their caring role	Head of Human Resources & Organisational Development	Jan 2011	<p>Identify existing policies that support carers</p> <p>Ensure future policies practices and services take into account the needs of carers</p> <p>Deliver a range of activities to ensure that our workplace practices continue to increase our understanding and support for carers both within the council and throughout Cheshire East</p>
1.10	Develop Equality and Inclusion training specific to the differing needs of people within the Council and as identified by staff themselves	Head of Human Resources & Organisational Development	Ongoing	<p>Ensure Equality and Inclusion training is embedded in the strategy for learning and development</p> <p>Increase the knowledge and competency of Equality and Inclusion at all levels</p> <p>Ensure the Council delivers a range of learning and development interventions to support Councillors and officers to deliver equality outcomes</p>

1.11	Develop internal stakeholder group to assist in E.I.A process through representing the views of staff and unions	Head of Human Resources & Organisational Development	Jan 2011	Develop Stakeholder Groups who will be instrumental in the EIA process ensuring actions are driven forward and barriers to completion are resolved.
1.12	Review Council Policy that reflects our commitment to eliminate harassment and bullying	Head of Human Resources & Organisational Development	Oct 2010	Ensure equality policies reflect the council's commitment to the elimination of harassment and bullying and that our publications and other medias echo this message.
1.13	Deliver employee consultation on the Single Equality and Inclusion Scheme (SEIS), Action Plan. E.I.A Template and Guidance	Head of Human Resources & Organisational Development	April 2010	Develop evidence base to inform policy development and service planning in order that the Council can improve service delivery
1.14	Develop our understanding of how the Council responds to the needs of disabled staff	Head of Human Resources & Organisational Development	Dec 2011	Complete 2 ticks Positive About Disabled People Accreditation form Sign up to the Mindful Employer Charter Conduct a range of internal focus groups leading to an action plan of activity to improve meeting the needs and increasing the representation of people with a disability within Cheshire East Council.
	Retain people who become disabled. Make every effort when employees become disabled to make sure they stay in employment		Ongoing	Review existing policy and procedures to ensure reasonable adjustments are embedded into the process.
	Work with Disability Networks to develop a strategy to raise disability representation at senior levels and throughout the Council.		June 2011	Conduct a range of meetings with various 3 rd sector specialists to discuss possible strategies to increase representation of people with disabilities.

	Examine barriers to disclosure and exclusion for purposes of monitoring disability.		Dec 2011	Conduct a range of internal focus groups leading to an action plan of activity to improve meeting the needs and increasing the representation of people with a disability within Cheshire East Council.
SES Ref	Action	Lead	Action Deadline	Tasks
2.	To foster community engagement and satisfaction			
2.1	Develop Internal, external and partnership communication strategies that are designed to promote good relations across all local communities	Head of Policy & Performance	Dec 2011	The Council and partners will be demonstrating a commitment to promote equality through contracts, commissioning and partnership working arrangements
2.2	Single Equality and Inclusion Scheme(SEIS) prioritises Equality Impact Assessment (EIA) on Services	Directors/Heads of Service	Dec 2010	Single Equality and Inclusion Scheme incorporates all protected characteristics and groups identified by the Council as disadvantaged. Develop EIA Template and Guidelines to assist in the reviewing of all the Councils current and future services, functions, policies and procedures
2.3	Help to eradicating harassment bullying and hate crime	Head of Policy & Performance	Ongoing	Consult with police to establish CE Council as a hate crime reporting centre in consultation with Customer Services and Safer Communities Team. Develop hate crime report procedure
2.4	Ensure consultation questionnaires and monitoring forms are relevant to identifying short falls in service take up.	Head of Policy & Performance	Sept 2011	Develop internal and external SEIS and EIA consultation procedure to include monitoring process form

	Map all third sector/community groups who currently share working relationships with Cheshire East Council		Dec 2011	Review existing data to ascertain gaps in knowledge
2.6	Work with the third and voluntary sectors and local communities to: provide high-level strategic support and advice to the council on equality and inclusion issues	Head of Policy & Performance	Dec 2011	Review and map existing strategies, partnerships, relationships, action plan for shortfalls with a commitment to a partnership strategy that reflects the communities we serve.
			Dec 2011	Organise consultation and engagement to celebrate achievements, consult and get feedback from employees, customers, partners and stakeholders in support of Cheshire East's equalities agenda
2.7	Involve appropriate community and/or stakeholder groups to review service assess and satisfaction	Head of Policy & Performance	Ongoing	Demonstrate a commitment to promote equality through voluntary and community sector capacity building which should result in an expansion of knowledge and a shared understanding. All EIA will be made available through Cheshire East's Intranet and website
2.8	Improve Gypsy/Travellers access to, and experiences of, services;	Head of Policy & Performance	March 2013	Consult and work with Cheshire Partnership Gypsy Traveller Coordinator and Travellers Community to identify service/communication/cultural gaps and action plan to redress.
	develop and improve services so that services meet their needs;		March 2013	Consult and work with Cheshire Partnership Gypsy Traveller Coordinator and Travellers Community to identify service/communication/cultural gaps and action plan to redress.
	Break down service barriers by increasing understanding of their culture and issues they face; and engage and involve Gypsy/Travellers in assessing their needs		March 2013	Consult and work with Cheshire Partnership Gypsy Traveller Coordinator and Travellers Community to identify service/communication/cultural gaps and action plan to redress.
	Research with the community and		March 2013	Consult and work with Cheshire Partnership Gypsy

	voluntary sector the most appropriate ways of communicating with Gypsies and Travellers and the appropriate medium.			Traveller Coordinator and 3 rd sector support groups to identify service/communication/cultural gaps and action plan to redress shortfalls.
2.9	To develop a framework for translation, interpreting and formatting information and literature	Head of Policy & Performance	May 2010	Improve access to services by providing information in differing formats and languages consistently and cost effectively
2.11	Arrange and promote public consultation on the Single Equality and Inclusion Scheme Action Plan and E.I.A's	Equality and Inclusion Team	May 2010	Provide consultation period for staff and residence to contribute towards the Councils SEIS and 3 year Action Plan Ensure their views are reflected in the Scheme and Action Plans.
2.12	Include carers as key stakeholders in the development of relevant policies	Head of Policy & Performance	Ongoing	Ensure carers and their support groups contribute to the decision making process of relevant policies, procedures and services
2.13	The council to recognise the inclusion of carers and design services around individual carer needs and to influence and support community care service providers and support organisations	Director of Adult Services	Ongoing	Ensure we have initiated work on understanding the socio-economic inclusion and/or exclusion of carers. Understand why carers who are not benefiting from accessing programmes and projects are not engaging and identify and address any gaps.
2.14	Explore with partners the sharing of resources to undertake consultation with the community	Head of Policy & Performance	Ongoing	Develop a central point of information and data with support tools which are shared across the Council and with partners and communities of interest in order to achieve equality outcomes.

2.15	Develop a communication strategy to inform people with disabilities about services, service development, policies and disability access. To include use of the Councils internet site and customer centers as a comprehensive and reliable source of information – and as an entry point for service users to provide feedback around barriers experienced or apparent.	Head of Policy & Performance	Sept 2011	Develop joint project/strategy to assist in improving communication between the Council and people with disabilities residing or visiting Cheshire East.
SES Ref	Action	Lead	Action Deadline	Tasks
3.	To have responsive services and excellent customer care			
3.1	Ensure that equality and inclusion is incorporated into the Councils performance management systems and processes	Head of Policy & Performance	Sept 2011 & ongoing thereafter	Review current performance management systems
	Ensure all services EIA their policies procedures services and functions	Directors or Heads of Service	June 2011 & ongoing thereafter	Conduct EIA screening on all the policies practices and procedures.
3.2	Support Services to develop Equality and Inclusion action plans leading to mainstreaming equality within service and business planning	Head of Policy & Performance	Ongoing	Develop a system at corporate and service level to ensure the delivery, review and monitoring of the Council's services, procedures and equality agenda Form a Fairness and Inclusion Group to assess service actions which are derived from their EIA's
3.3	Develop and agree a strategy to monitor actions and to report on outcomes		June 2010	Ensure systems are in place at corporate and service level to ensure the delivery, review and monitoring of the Council's services, procedures and equality agenda

3.4	Provide accurate, timely and accessible information about supports and services for carers throughout the different stages of caring	Director of Adult Services	Ongoing	Develop an understand the socio-economic challenges faced by this particular group and produce a variety of information media, publications, consultations and events outlining actions the council is taking to address gaps and understand how to best support this group through service development..
3.5	Develop a Website where shared partner information is accessible through a hosted Joint Strategy Needs Assessment website.	Head of Policy & Performance	Dec 2010	Produce web pages that provide a central point of information, data, and support tools that are shared across the Council, with partners and communities of interest in order to achieve equality outcomes
3.6	Review current performance management systems Measure equality outcomes against current service performance with emphasis on areas of possible exclusion or engagement of certain groups within Cheshire East		March 2011	Ensure systems are in place at corporate and service level to ensure the delivery; review and monitoring of the Council's performance on equality actions and outcomes.
3.7	Develop ways of signposting Gypsies and Travellers to key supportive services.		Jun 2011	Gypsies and Travellers have a mechanism for having an influential voice and have increased ownership of services
3.8	Ensure that all Council buildings used, owned or funded are audited for accessibility	Borough Treasurer & of Assets	Aug 2013 and ongoing thereafter	Conduct an audit of all Cheshire East buildings to best practice standard Develop a programme of alterations/reasonable adjustments where required Explore opportunities for the Council to highlight and engage in good practice with partners and specialised 3 rd sector organisations

	Services are audited for accessibility this should includes all of the human interactions involved in delivering policies, procedures and functions.	Directors/Heads of Service	Ongoing	Ensure access audit includes an assessment of services on disability
	Communications Media are audited for accessibility Include "Access to Information" (printed and electronic) both about the service and how it is delivered.	Directors/Heads of Service	Aug 2013 and ongoing thereafter	Ensure access audit includes an assessment of communications media on disability including website access Deliver communication which relies on an understanding of our audience and delivery of a clear message in a format that will be accessible and understood.
	Support services to improve accessibility for customers from black & minority ethnic communities	Head of Policy & Performance	Ongoing	Review current procedures and where necessary initiate alternative strategies
	Support services to improve accessibility for customers from socio-economically deprived communities		Ongoing	Review current procedures and where necessary initiate alternative strategies
SES Ref	Action	Lead	Action Deadline	Tasks
4.	To understand and know our community			
4.1	Increase the awareness the Council has in understanding the reason for gaps in community data/intelligence	Head of Policy & Performance	June 2011	Ensure evidence base is in place to inform policy development and service planning in order that the Council can improve service delivery Develop the ability to map communities of interest and need as well as having the ability to define communities by geography Work towards a central point to access accurate, valid, reliable, timeless, relevant and complete data.

4.2	Raise the profile of carers within the council and Cheshire East	Director of Adult Services	Dec 2010	Produce clear actions that ensure our employment policies promote equality for carers. Ensure carers are represented within the equality groups, and networks that assist in the Council's decision making processes.
4.3	Ensure services develop robust intelligence about service access to inform Equality Impact Assessments	Head of Policy & Performance	June 2011	Develop a programme/strategy of research to identify short falls in service development and/or delivery Ensure evidence base is in place to inform policy development and service planning in order that the Council can improve service delivery Develop strategy to identify social isolation and vulnerable groups and to look at the actual experience of these people in their communities
	Map other disadvantaged groups and develop an understanding that some white individuals, families and communities are at risk of disadvantage		Dec 2012	Establish an equality strategy to improve the socio – economic opportunities for disadvantaged or at risk white individuals families and communities.
	Consider commissioning a quality of Life and wellbeing Survey of Cheshire East.		Dec 2012	Review existing data collection systems to justify or exclude the need for a Quality of Life survey.
4.4	Understand the impact that the council is having in terms of up-skilling and addressing worklessness across different disadvantaged groups giving consideration to disadvantaged white families and communities at risk of socio-economic exclusion.	Equality and Inclusion Team	Dec 2012	Develop/engage in a range of research activities to identify any disadvantage and to action plan against this.

SES Ref	Action	Lead	Action Deadline	Tasks
5.	To embed and promote equality within our Partnerships. Procurement and Commissioning			
5.1	Website development where shared partner info is accessible through a hosted Joint Strategy Needs Assessment website	Head of Policy & Performance	Sep 2011	Establish a central point for information and data, with support tools that are shared across the Council and with partners and communities of interest in order to achieve equality outcomes
5.2	Develop a sustainable procurement policy ensuring Equality and Inclusion is reflected in policy and contractual agreement	Borough Treasurer & of Assets	Dec 2010	Ensure the policy reflects equality codes of practice and guidance developed by the Equality and Human Rights Commission (EHRC)
5.3	Encourage and develop a more diverse supplier base.		Dec 2010	Monitor the ownership and size of business that apply to and do work with the council. Develop an appropriate monitoring process.
5.4	Ensure that procurement procedures and documents practice Equality and Inclusion		Dec 2010	Ensure that tender documentation incorporates equality and inclusion as part of the awarding criteria.
5.5	All commissioning and procurement processes take account of equality issues. Contracts include a requirement to deliver an effective and appropriate service fairly and equitably.		Dec 2010	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
SES Ref	Action	Lead	Action Deadline	Tasks
6.	To have an effective performance framework and demonstrate continuous improvement and leadership			
6.1	Identify individuals responsible within Directorates for progress on the SEIS and taking action forward	Directors and Heads of Services	July 2010	Establish equality leadership to influence partners and to promote Equality and Inclusion through the provision of excellent service delivery

6.2	Establish a 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 council's equality agenda.	Head of Policy & Performance	June 2011	Develop Equality Champions/Groups who are competent, confident, skilled and fully understand the complexities and issues that the role entails
	Support equality champions and Managers in the production of equality action plans, EIAs and mainstreaming equality through each service.		Ongoing	Ensure appropriate training and briefings are established and delivered to equality champions
6.3	To become an "Achieving Council" under the Equality Framework for Local Government with areas of "Excellence" being reached within the next 3 year		Aug 2013	Arrange for self assessment of EFLG "Achieving Standard" against delivered outcomes Arrange for Peer Assessment of EFLG "Achieving Standard" against delivered outcomes
	EFLG "Developing Level Actions"	Directors and Heads of services	Sept 2011	Complete EFLG "Developing Level Actions" Ensure that actions are met and embedded within the Service's performance framework
	Complete EFLG "Achieving Level Actions"		Mar 2013	Complete EFLG "Achieving Level Actions" Ensure that actions are met and embedded within the Service's performance framework
6.4	Support the Leader, Portfolio holder (Performance & Capacity) Chief Executive and partners to commit publicly to improving equality outcomes and tell the equality story for their	Head of Policy & Performance	Nov 2010	Provide leadership for the Council's consultation agenda

	community			
6.5	Develop the 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.		Ongoing	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.
6.6	Corporate and service level structures are in place to ensure delivery and review of the equalities agenda		July 2010	Equality and Inclusion has a higher positive profile within the council to meet statutory responsibilities as well as incorporating good practice equality models
6.7	Inform CMT of SEIS Action Plan progress		Aug 2011 and Annually thereafter	Prepare annual monitoring report detailing progress against SEIS Action Plan Deliver the consultation and engagement agenda including SEIS Action plan progress and monitoring outcomes